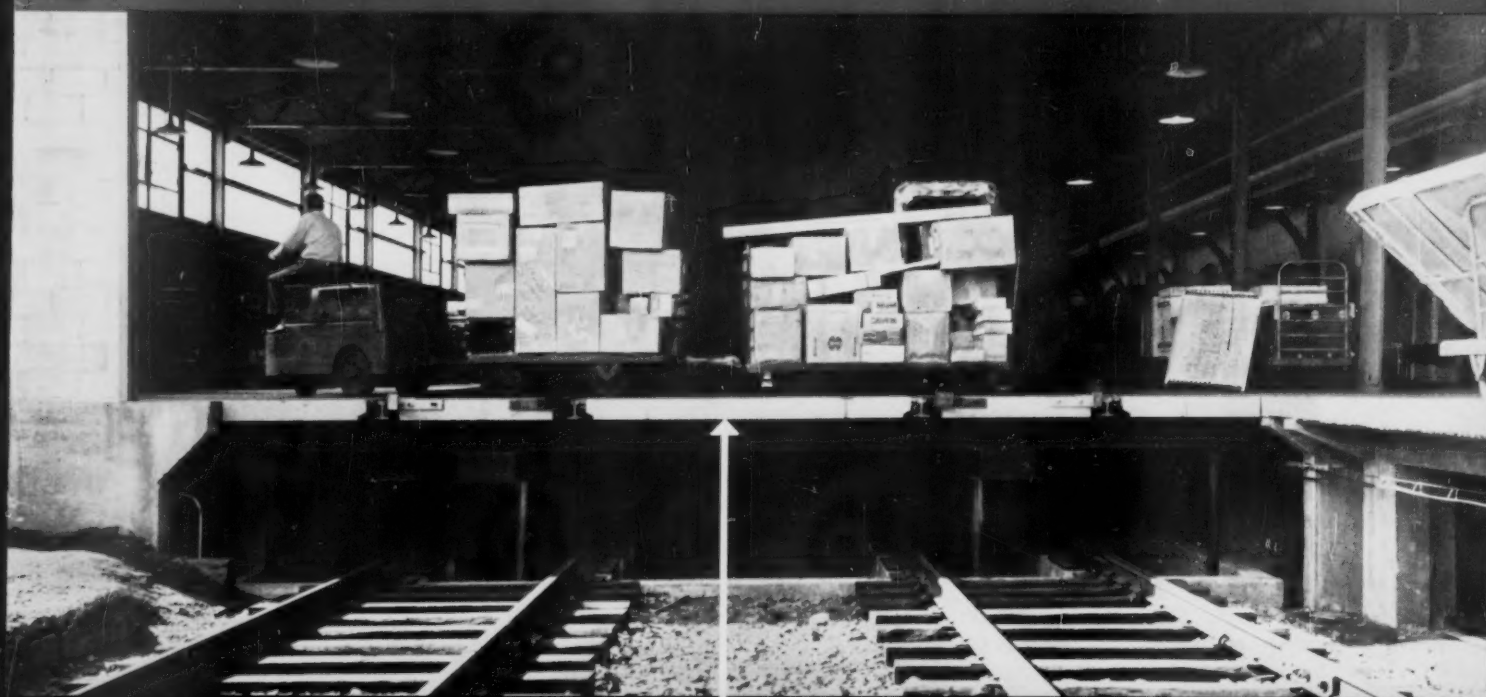


A Labor Philosophy
for Railroads?

January 6, 1958

RAILWAY AGE *weekly*



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Week at a Glance

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C&NW sees profitable suburban runsp. 8

"We'll do all right," Heineman says, if the road's new commutation proposals can be introduced. Fewer stations, new ticket setup and higher fares can be turned into better service and new equipment, he says.

New York transit proposals due this weekp. 9

Metropolitan commission is expected to recommend modified Page Committee plan costing \$500 million. Alternate proposals also to be offered. All would probably hinge on creation of bi-state agency with taxing powers to offset expected deficits.

A labor philosophy for railroads?p.14

A labor leader—outside the railroad industry—offers some new ideas on union responsibility and vice-versa. Calling for mutual trust and good faith, he says his union takes the position that what's good for the industry is good for the union.

Mechanization—the new drift in snow fightingp.17

Problem: how to battle blizzards without upsetting manpower budgets. Solution: through greater reliance on switch heaters and blowers, and by developing new cleanup techniques using mobile equipment.

Rail treatment pays big returnsp.21

More tonnage and more cars per train—that adds up to fewer trains, fewer locomotives needed. It's the result of a Reading program to improve rail adhesion through chemical applications. The Southern Pacific has come up with new weapons in this money-saving campaign, too.

Hydraulic bridges speed freight jobp.23

Lifting up to span platforms, these bridges are featured in new \$700,000 express agency house in Hoboken, N.J. REA has combined Erie-Lackawanna operations in a facility that's loaded with new materials-handling ideas.

Deramus starts Katy on comebackp.27

Approaching the end of his first year at the helm of the Katy, "Young Deramus" is deep in a rehabilitation job. Initial moves stirred resentment, but signs now point to understanding and, in the long pull, real gains.

The Action Page—A better ICC—and howp.38

The keystone slot in the transportation arch belongs to the commission. Loss of Commissioner Clarke through resignation spotlights the new concepts he helped to develop. Recognition and

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Here, in *Railway Age*, you're now getting today's top RR news in less reading time than ever before. We're operating on a philosophy of magazine publishing in a new key—but surprisingly simple. It's this. *The reader is busy.* Give him the news he wants—but don't waste his time. How are we going about it?

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Week at a Glance CONT.

Current Statistics

Operating revenues, ten months	
1957	\$8,836,710,505
1956	8,787,491,636
Operating expenses, ten months	
1957	\$6,877,916,693
1956	6,726,548,826
Taxes, ten months	
1957	\$934,003,618
1956	953,933,641
Net railway operating income, ten months	
1957	\$799,108,842
1956	896,498,491
Net income estimated, ten months	
1957	\$617,000,000
1956	716,000,000
Average price 20 railroad stocks	
December 31, 1957	64.12
December 31, 1956	95.76
Carloadings revenue freight	
Fifty-one weeks, 1957	35,090,145
Fifty-one weeks, 1956	37,357,282
Average daily freight car surplus	
Wk. ended Dec. 21, 1957	55,254
Wk. ended Dec. 22, 1956	5,903
Average daily freight car shortage	
Wk. ended Dec. 21, 1957	58
Wk. ended Dec. 22, 1956	3,922
Freight cars on order	
December 1, 1957	59,194
December 1, 1956	119,626
Freight cars delivered	
Eleven months, 1957	92,891
Eleven months, 1956	59,820

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acclaim for competence on the commission are needed to stimulate its growing enlightenment.

Short and Significant

No cause for strike . . .

Frisco officers said in response to reports BRT local chairmen have voted to walk out. At issue, according to a union statement, are certain commitments—unspecified—which the road has allegedly not kept. Frisco's reply, in part: "We know of no conditions on this property that would warrant strike action."

MoPac has faith in passenger traffic . . .

If railroads would do "more constructive thinking and less talking about quitting," President Russell L. Dearmont contends, ways could be found to improve the situation. Crowded highways and increasing highway casualty rates, he believes, will ultimately bring travelers back to the rails, especially for overnight trips.

50% cut in grain rates . . .

has been put into effect by M&StL to meet truck competition on its Minnesota Western line between Minneapolis and Gluek, Minn. The state's railroad and warehouse commission gave unanimous approval to the move, which will be carried out on a one-year experimental basis.

Centralization of interchange data . . .

may be in the offing for Chicago. The local general managers' association is quizzing railroads now on a system which would, in effect, expand the existing Chicago Car Interchange Bureau for use by all lines. Further refinement of the idea could result in consolidation of all such joint railroad operations in one building, using one battery of data processing equipment.

Two mail-pay settlements . . .

have been approved by the ICC. They are the agreements which eastern and western railroads entered with the Post Office department, subject to commission approval. They will raise annual mail pay by about \$9.4 million in the west and \$2.9 million in the south. Left in the mail-pay case as petitioners for an increase are eastern roads other than the Boston & Maine, which has also reached an agreement with the Post Office.

Savings of \$950,000 a year . . .

are anticipated by the Gulf, Mobile & Ohio if it gets Illinois Commerce Commission authority to consolidate two Chicago-St. Louis passenger trains. Consolidation of the "Alton Limited" and the "Ann Rutledge" would leave the GM&O with four trains daily each way on the 284-mile run. The combined train would operate on the latter's schedule northbound and on the former's schedule southbound.

C&NW Sees Profits in Commuters

Road is not pessimistic about suburban service, Heineman says. New program, if successful, would replace all obsolete equipment with new, air-conditioned double-deck cars. Permission to cut stations, revise ticketing procedures and boost fares is asked.

Commuter service has become the latest target for the Heineman-Fitzpatrick rejuvenation of the Chicago & North Western.

Illinois Commerce Commission willing. C&NW is going to undertake a major rebuilding job.

The road laid its new proposal before the ICC late last month as a package program. At the same time, company officers explained—to C&NW's 40,000 commuters, among others—the hoped-for results of the plan and the methods to be used in getting those results.

Chairman Ben W. Heineman took his road out of the "pessimist" category as far as suburban service is concerned. "We believe," he said, "that if we establish a sensible, coherent system, try to be as efficient as possible, get new equipment as fast as we're able and show our passengers we like them, we'll do all right." At C&NW, he added, "we believe it's possible to work out a rational suburban system."

As the North Western sees it, its new program will:

- End much duplication of local service and integrate competitive services of the C&NW and the Chicago Transit Authority. It also will enable the railroad "to make an important step toward solution of Chicago's mass transportation problems."

- Set up a transportation program geared to needs of the true suburban commuter—the rider who "not only requires the service but makes it possible."

- Enable the railroad to make a little money on its suburban operations.

To accomplish these ends, C&NW asked commission approval to go into action on three major fronts by:

- Eliminating 23 stations, almost all of them in Chicago itself.

- Completely revising ticketing structure and ticket collection methods.

- Installing a general fare increase amounting to 24%.

With these tools, the road estimated it can turn an operation which lost \$2,108,491 in 1956 into a business which can show a profit of \$1,404,684 in 1958.

Unlike the recent Wisconsin train-off

case (Railway Age, June 17, 1957, p. 16), North Western did not tie its presentation to any commitment to purchase new equipment. But, the 40,000 week-day riders were told, "we [C&NW] hope, over the years immediately ahead and as funds become available, to replace all obsolete equipment with new, air-conditioned double-deck cars."

Taking the proposal step by step, the railroad wants to straighten out its commuting problems this way:

Station eliminations: Twenty-three existing stops would go off the time-tables—six on the Galena Division west, nine

on the Wisconsin Division northwest and eight on the Milwaukee division north. All but a few of the stations involved are in Chicago, where "North Western finds itself competing uneconomically with the vast network of CTA transportation which has the flexibility and is especially designed to serve local needs. . . . North Western's service henceforth would supplement rather than compete with the CTA. Our remaining stations in Chicago will be utilized primarily as transfer points permitting closer integration with CTA services."

Ticketing revisions: C&NW wants to



NYC's \$14-Million Elkhart Yard Is 90% Complete

First cars went over the hump at New York Central's \$14 million yard at Elkhart, Ind., last month. The mammoth automatic classification layout (above), is about 90% complete. The Central has named its Elkhart facility Gateway Yard, signifying its importance to the road's

operations at the Chicago gateway. Classification for delivery at Chicago, and to connections via the Kankakee Belt Line, will be handled at Elkhart. A new freight connection between Elkhart and Jackson, Mich., was expected to be ready about January 1.

install a system which would (1) establish the entire suburban ticket structure and fares on the price of monthly commutation service as the basic type of suburban transportation provided; (2) set up a ticketing procedure which has as its goal the collection of all fares; and (3) establish a pricing policy which will result in commuters buying tickets related to need "rather than to haphazard price differentials stemming from historical accidents."

North Western plans to use unlimited, flash-type monthly, semi-monthly and weekly tickets, along with a zone collection system. The pricing structure will provide incentive for purchase of monthly tickets—semi-monthly tickets, for example, will be 50% of the monthly fare plus 10%, weekly tickets will be 25% of the monthly plus 10%.

The fare increase: With the station and ticketing changes, North Western has set a 24% average increase as adequate. Without those accompanying revisions, the road contends the boost would have to total 37%. In terms of overall revenue increase, the 24% fare hike is estimated to yield \$2,386,000.



Burlington Puts S-T-R-E-T-C-H in TOFC Service

Here's a flat bed trailer that expands to handle longer loads. Loaded with steel products, it's headed for Burlington piggy-back terminal. Ten of the trailers are owned by the road. Their lengths are

adjustable from 35 to 55 feet in six increments. A 10-in. interframe telescopes into a 12-in. main frame to give the varying sizes. Slack in trailer's brake lines is taken up by a reel.

NY Transit Proposals Due This Week

Modified Page Committee plan will probably be first recommendation of Transit Commission—Bi-State agency to be fundamental element.

Final word on a study commission's proposals for solving New Jersey-New York City transit problems is expected this week.

The bi-state Metropolitan Rapid Transit Commission plans to submit its formal recommendations to the governors and legislatures of the two states.

This phase of the MRTC study deals only with New York-New Jersey com-

munication; Westchester, Connecticut and Long Island have not been included.

No official word has been given on the nature of the commission's recommendations although recent newspaper stories have predicted what the proposals would be.

The news articles held that the MRTC would recommend a \$500,000,000 plan.

This would involve construction of a new subway in New York City, and a loop via two new tunnels under the Hudson river to provide transfer points with commuter railroads in New Jersey.

This would be a variation of pilot study recommendations made by a committee under Arthur W. Page (Railway Age, May 27, 1957, p. 15).

It is believed, however, that the commission's report will present several alternatives to this modification of the Page proposal. The Page report would have used new sub-Hudson tunnels to make Jersey connections, but would, in the main,

Faricy Calls for Positive Action in Summary of 1957 RR Operations

This nation vitally needs adequate and efficient rail service to meet the demands of commerce and defense.

Only positive action will correct inequitable public policies which handicap railroads in meeting competition from other forms of transportation.

So says William T. Faricy in his summary of railroad operations and results in 1957. Excerpts from the AAR chairman's statement follow:

Freight carloadings declined 6.2% under 1956 to 35,500,000, while revenue ton-miles decreased 5% to 615,000,000,000. Revenue passenger-miles declined 8.1% to 25,900,000,000.

Railroads received for these freight

and passenger services operating revenues totaling \$10,500,000,000. This was one-half per cent under 1956.

Of total operating revenues, freight accounted for \$8,935,000,000, a decrease of \$16,000,000 under 1956. Passenger revenues in 1957 totaled \$740,000,000, a drop of 2.2%, while other revenues amounted to \$825,000,000, a loss of 2.1% under 1956.

Railroad operating expenses in 1957 came to \$8,220,000,000, an increase of \$112,000,000 or 1.4% over 1956. Thus, railroads showing an operating ratio last year of 78.3 compared with 76.8 in 1956.

Taxes to be ultimately paid out by railroads for operations in 1957 will amount to \$1,080,000,000, a decline of \$41,000,000 or 3.7% under 1956.

Net railway operating income, before charges, declined 13.4% to \$925,000,000 in 1957, against \$1,068,000,000 in 1956. This will give railroads a 1957 rate of return on net investment of approximately 3 1/4%, compared with 3.95% in 1956.

Railroad net income in 1957 after deductions for fixed and contingent charges and miscellaneous items declined to about \$740,000,000, or 15.5% under 1956.

The recent low state of railroad earnings has precluded general use of equity capital in financing improvements in plant and equipment. In view of this situation, railroads must look to their net income not only for dividends and reserves but also for much of the financing of capital improvements essential to their continued operations.

have used existing subway trackage in New York City.

Endorsement by the commission is almost certain for the underlying principle of the Page report: that a new transit system had to be worked out and would work best directed by a tax-empowered bi-state agency.

It is felt that this is vital to a successful transit plan, regardless of the physical details agreed on for the system.

The Page plan was expected to cost \$400,000,000 with an annual \$12 million deficit to be offset by taxes which the agency would levy within a prescribed geographical district.

It is assumed that if the more expensive Page plan modification were the first choice (and recommendation) of the MRTC, these taxing powers would be retained. Deficit operations would have to be an-

ticipated and offset—and the deficit might be higher than the Page committee contemplated.

Feeling within the commission is reported to be that its function was not to present a single proposal. It did not intend to issue a manifesto to the agency it would create. Therefore, while it might present one plan as a favorite or first choice, its final report is expected to contain detailed discussions of several avenues the proposed agency might follow.

Among the ideas the report is expected to discuss is that of H. T. Stichman, Hudson & Manhattan trustee. He feels that the Hudson "tubes" offer the most feasible approach to the transit problems. They could be used for the sub-Hudson loop and their trackage in New York City could be used cheaper and better than a new subway or existing trackage, he holds.



Full Speed Ahead!

Go-ahead signal is given Chester T. Williams (center), new chairman of the Community Relations Committee of the Pittsburgh Railroads. Mr. Williams is general manager of the Baltimore & Ohio's central region. At left is Fred W. Okie, president of the Bessemer & Lake Erie and retiring chairman of the committee. Arthur W. Colnot (right), committee's new secretary, is assistant to Mr. Williams. John W. Barriger, president of the Pittsburgh & Lake Erie, has been elected vice-chairman.

Watching Washington *with Walter Taft*

● **FREIGHT-RATE INCREASE** may not make its February 1 deadline. January 29 is the oral-argument date on the ICC's timetable for the case, docketed as Ex Parte 212. The tariff, now filed with the February 1 effective date, proposes selective increases calculated to yield something over \$200 million a year.

● **SUSPENSION** of tariff in whole or in part will be in issue at the argument. Suspension in whole is not expected, but the commission will probably call for modifications. Making them may take a bit of time, or the commission may request voluntary postponement of the whole proposal. Any such delay would perhaps be relatively short.

● **REFUND RULE** in tariff is designed to obviate need for suspension while protecting shippers. The rule is a carrier commitment to refund the differences in instances where initial increases are higher than those subsequently approved by the commission.

● **TARIFF** has about 180 pages. Selectivity is the keynote. The proposed increases are on a variety of percentage and cents-per-100-lb bases. There are some holddowns, and many exceptions, differing by territories.

● **ICC TIMETABLE** calls first for railroad and other statements in support of the increase. These were due January 3. Opposition statements are due January 20, and reply statements January 28. Protests will also be received under the commission's regular tariff-protest procedures.

● **PATTERN** is that of the Ex Parte 196 case. There, too, the timetable put the oral argument close to the tariff's effective date. The latter was February 25, 1956. The argument started the 20th and lasted three days. During it, railroads acceded to a commission request and postponed the tariff's effective date for 11 days.

● **INCREASE CAME THROUGH** on that basis—less than 70 days after filing the tariff. Present case is different only in the crazy-quilt design of increases and exceptions proposed. The original proposal in Ex Parte 196 was an across-the-board percentage increase. The commission trimmed the percentage and imposed some holddowns, requiring publication of a new tariff. That was easily done. Here, it could be quite a job.

First-Quarter Loadings

Seen at 6,266,087 Cars

Carloadings of revenue freight in the first quarter of 1958 will be 3.8% under loadings in the comparable 1957 quarter.

The decline has been forecast by the 13 Regional Shippers Advisory Boards.

The boards estimate that first-quarter 1958 loadings of the 32 principal commodity groups will approximate 6,266,087 cars. This compares with 6,515,997 cars in the first three months of last year. All boards predicted a decrease in loadings for the first 1958 quarter.

Label on Agreements Is Issue Between ATSF-BLE

Dispute over a union label is the "sole difference at issue" between Santa Fe and the BLE, the carrier declared last week. Earlier, the brotherhood had announced that Coast Lines engineers would strike January 4 over "demands for improved working conditions that have been pending for 18 months."

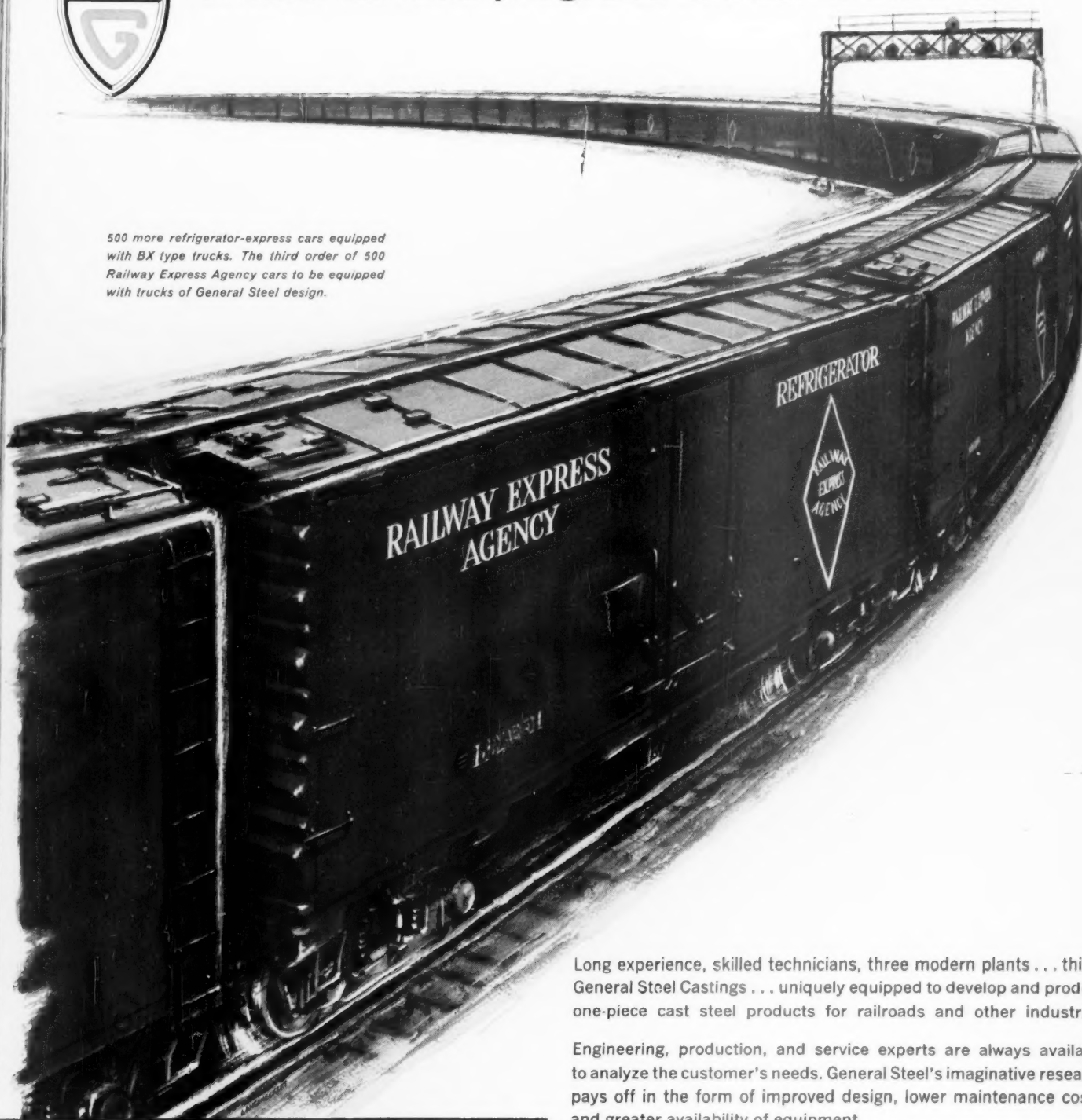
Santa Fe sought and obtained an injunction restraining the union from carrying out the scheduled walkout. Hearings in the case are scheduled to be resumed Jan. 8 in Los Angeles.

R. D. Shelton, Santa Fe Coast Lines general manager, denied a BLE statement (Continued on page 32)



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500 more refrigerator-express cars equipped with BX type trucks. The third order of 500 Railway Express Agency cars to be equipped with trucks of General Steel design.

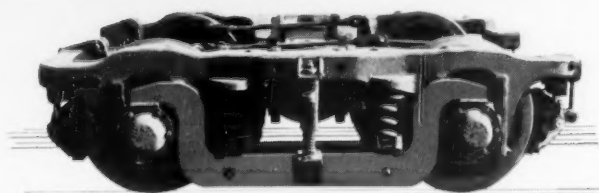


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Commonwealth BX Trucks are designed especially for commodity cars operating in high-speed service. Accepted in passenger train interchange without exception. Equalizers, swing bolsters, coil springs and friction snubbers combine to provide smooth, safe riding of light or loaded cars.

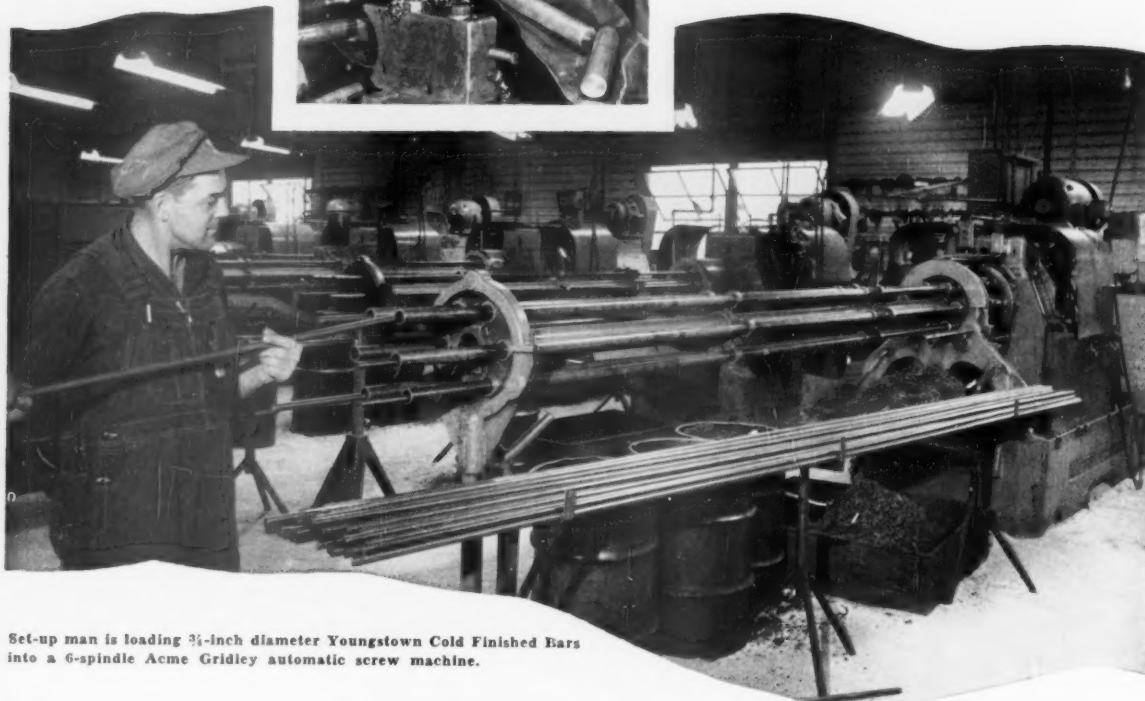


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Studs for process machined from Youngstown cold finished bars

Close-up of studs being bored to accommodate their charge of flux (top collet) and then cut-off (center collet). Two finished Nelweld studs, shown in the pan in foreground, were machined simultaneously in the 6-position machine. First operation—feed out and face; second—bore; and third—cut-off.



Set-up man is loading 3/4-inch diameter Youngstown Cold Finished Bars into a 6-spindle Acme Gridley automatic screw machine.

Progressive fabricators rely on the Nelweld method for fast, dependable end-welding of studs to steel surfaces. This novel electric arc process—utilizing flux-filled steel studs—substantially reduces direct fastening costs when used to replace conventional time-consuming methods such as drilling, tapping, hard welding, through-bolting or the securing of straps and rivets.

To maintain their world-wide reputation for product quality and uniformity, Nelson Stud Welding, a division of Gregory Industries, Inc., uses Youngstown Cold Finished Bars as the basic material for stud production.

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Cold finished bars

What kind of supervisory job training?

(Over the past several months we have carried a number of answers to this question. One of these answers outlined a training program for operations trainees, designed apparently, to fit men eventually to be at least good superintendents. Another respondent said that his railroad felt that "climbing the ladder" was the best training for making the man fit for the next higher position.

The discussion of this problem of job training has stimulated a number of extremely welcome comments from railroad men. Most recently a retired industrial traffic man who also spent many years on several railroads has been prompted to write me. I am quoting in part, below, his thoughts on the subject.—G. C. R.)

"... switchmen, brakemen, engineers, yard clerks, station agents, et al... meet the public... and are instrumental in selling transportation... The personnel... directly responsible for the receipt, transport and delivery of commodities are the know-how of the system, and upon them rests the quality of the service.

"In our day, the persons to supervise

and advise were taken from the ranks. These men knew from experience what should be done, and how to do it.

"The Chicago & North Western, during the writer's time with them, was a shining example of selecting officers from the ranks. The Rock Island, the Illinois Central and many others did the same.

"One large carrier in Chicago made officers from stenographers (male) and other white collar men. But this carrier was always the laughing stock of the died-in-the-wool operating men.

"In railroading, every man who is interested in his job automatically absorbs what it takes to handle the job ahead of him, e.g. trainmaster to superintendent, superintendent to general manager, etc. Lower down the scale it would be conductor to trainmaster, operator to dispatcher, dispatcher to assistant superintendent, etc.

"The jobs I mentioned above are learned by living them. They cannot be taught by an instructor. Besides, railroad education thus taught (i.e. by oneself) is a source of pleasure through accomplishment.

"Any man who has railroading in his

blood needs no instructor to coach him. The necessary learning comes through the discharge of his duties. . . ."

(Since many a good trainmaster has failed as a superintendent I don't think that our friend's statement should be taken as completely valid. A superintendent has many duties which do not fall within the province of the trainmaster. For this reason I believe it doesn't necessarily follow that being able to do one job well fits a man "automatically" for a higher one.

In this connection, I read recently in the publication "Advanced Management", an article on executive training programs. The article's author Dr. Louis Rago of Duquesne University, pointed out that one man who *can* benefit from such training programs is the "self made" executive. Dr Rago makes it clear that he's talking about the man who has come up the line from worker (in railroading perhaps a brakeman) to some sort of executive position. He points out that they frequently are eminently practical but sometimes short in administrative skill from the broad company viewpoint.—G. C. R.

Should billing road pay reclaims?

In one of those "believe-it-or-not" occurrences, two cars with the same number, but of different ownerships, were loaded with coal at different stations on road A. The cars were destined for different stations on road C, and moved via intermediate road B. Both cars were delivered to road B in the same exchange. B apparently did not notice that both waybills called for *one* ownership. The cars were on road C before this fact was discovered. Road C held up on delivery of the cars to the consignees and got after A to discover which car was which. Only one error had occurred, it turned out. Since there was only one error, is road C entitled to a reclaim from road A to cover the detention to both cars, or only one?

This question, discussed at a recent meeting of the Eastern Association of Car Service Officers, was answered in the

following manner, short and to the point:

"The delay to both cars was caused by the error in billing one car. Road A should honor the reclaims for delays to both cars."

Questions like the one just above probably don't often come to the attention of many operating officers. But an occasional one may be of interest to persons other than the car accounting man. At least I hope they are.

• • •

Normally, the next time this column would run, on the basis of past schedules, would be in the issue of January 20. Since that will be our Annual Review and Outlook Number you won't find us in that one. Look for us in the January 27 issue instead. At that time I believe we'll run

that "Quiz" on car service rules I mentioned here some time ago.

Meantime, the best of everything to everyone during the New Year. And let's all hope those recently slumping carloadings stop slumping.—G. C. R.

CONDUCTED by G. C. RANDALL, district manager, Car Service Division (ret.), Association of American Railroads, this column runs in alternate weekly issues of this paper, and is devoted to authoritative answers to questions on transportation department matters. Questions on subjects concerning other departments will not be considered, unless they have a direct bearing on transportation functions. Readers are invited to submit questions, and, when so inclined, letters agreeing or disagreeing with our answers. Communications should be addressed to Question and Answer Editor, Railway Age, 30 Church Street, New York 7.

WHO'S RIGHT?

Here's a union leader who spells out some uncommon views on job displacement, featherbedding, seniority, management attitudes.



UNION LEADER Edward Swayduck heads big New York local of Amalgamated Lithographers (AFL-CIO). The way he thinks may be a tip on. . .

How to Win Union Cooperation

Q. Mr. Swayduck, the job of managing a union is in many ways similar to the job of managing a business firm. But there are differences too. Generally speaking, what do you consider the underlying goal of a union president?

A. Any realistic and honest labor leader will tell you his goal is to improve the wages, benefits and working conditions of the people he represents. Now that is a universal objective. But there are different ways to go after it. One way is just to fight for as much as you can get. A better approach is to think in terms of helping your industry grow. For example, our union takes the position that what's good for the industry is good for our members. If I can help make the lithographic industry more profitable by virtue of increased volume, then I have something to talk about when I sit down to negotiate a contract. But if business is stagnating, what

strength have I got when I go into a negotiating session?

Q. Well, suppose the industry people tell you they can make things more profitable by adopting new equipment that replaces your workers. Can you justify that kind of progress with your people?

A. When it helps get the product to the customer at a lower price, I can justify it, don't worry. In fact, in that case we are right in there working hand-in-hand with the employers to bring about these new developments.

Q. Then you're not bothered that some workers temporarily lose their jobs as a result of technological advancement?

A. The membership in our local has almost doubled in the last 10 years partly because we have helped keep the industry

dynamic by encouraging use of new advancements. We're not worried about our people losing their jobs. Any worker who is displaced as a result of technological advancement is rehabilitated for another job.

Q. How do you mean he is rehabilitated?

A. I'll give you an example of something happening right now. New processes have been developed for producing color lithography in a fraction of the time previously required. Where a fine four-color reproduction might have taken three weeks before, it can now be handled in four hours. The new process means that a hell of a lot of artists' time has been cut out. Well, the result is that a lot of work that was previously prohibited is now coming into the shops, because of the lower cost. And customers who formerly ordered only black-and-white jobs are now turning to color, you see. This means increased vol-

Rail union leaders might give him some arguments. We saw the story in Management Methods magazine, and thought Railway Age readers would find this kind of labor philosophy interesting.

ume, so we need more platemarkers, more engravers, more pressmen. We take the displaced artists and train them, retrain them, rehabilitate them. They move over into the job classifications where needed.

Q. Isn't there often resistance to that kind of rehabilitation?

A. Yes, sometimes there is.

Q. What do you do when an artist says he doesn't want to be retrained as an engraver?

A. Well, I tell him that it is the good of the industry that we are interested in, and if he doesn't like it he can go out and get himself another job.

Q. Well, suppose a group of these men stand up in a union meeting and start to cause some trouble. Suppose one of them points a finger at you and says, "Never mind all this fancy talk about the good of the industry. We pay dues to this union just like everyone else, we think we are too old to learn a new job at this point, and, anyway, you are beginning to talk like management man!"

A. Don't think workers haven't said just exactly that to me! I answer them by saying, "As far as I'm concerned, mister, I don't count any more than you count as an individual—it's the industry that counts and that's the end of that."

Q. Do your people buy that kind of reasoning?

A. Yes, they buy it. If they didn't I wouldn't still be president of this local and a counsellor in the international union. This is a democratic union. They can throw me out anytime they want to.

Q. Why is it that so few labor leaders hold this positive attitude toward technological advancement and automation that you have expressed?

A. There are different reasons. In some cases it's because they don't understand or accept the fact that you've got to have advancement in methods to keep the volume of your industry going up, and thus to create more and better jobs. In other cases, it is simply because they resist change—and this is a very common problem of human nature. In still other cases, it's because labor leaders are not always in a position to rehabilitate workers who

are displaced by technological advancement. You see, our union has an advantage in that we are what we call an industrialized craft union. We represent all of the skills in the lithography shop; pressmen, engravers, finishers, and so on. In a strict craft union, only one skill might be covered. So if a new method is devised that eliminates a job, that union has no other place to put the displaced worker. They can't retrain him for another job because they don't represent the other jobs. This is a problem that has got to be resolved. It can be resolved by unions and management working together jointly.

Q. You admit that resistance to change is very common among labor leaders. Isn't this one of the things that interferes most with sound labor-management relations?

A. Resistance to change isn't an occupational disease of union people—it exists everywhere, particularly among the old-timers. Sure, it exists among labor leaders, but it's no less common in management or among the rank and file. Management and labor are both being stymied by their old-timers.

Q. You say it's the old-timers in management who resist change?

A. Absolutely. When it comes to union-management relations, for example, they view things in retrospect and shut out of their minds the realities of today. They also resist change to better ways of doing things in their own companies. In many of the shops we represent, management doesn't want to throw out their old methods and adopt the new methods of lithography that are coming along.

Q. Even when the profit motive is directly involved?

A. Yes, even then—because there is always some risk involved. The boss may say to himself, "Well, look, if I buy and install this new electronic scanner and tell my customers that we can now produce a job in four hours that used to take three days, I may be successful for a couple of weeks, but then some bugs may appear." He is afraid he may have to revamp other operations to adjust to the new machine and thus make more and bigger changes. And this may mean risking more capital. Now, in addition to all that, the management may be fearful of how the union will react to the change or the new machine or whatever it is.

Q. Based on experience, don't you think management is justified in fearing unions in this respect? Union men may not walk around with sledge hammers anymore, but they have other kinds of sledge hammers.

A. I say that management is wise to be concerned about our attitude because, naturally, if men are not happy at their work or if we don't go along with management's thinking as to how certain methods should be applied, well, obviously there is going to be some trouble. The wisest solution is for management and labor to deal with these matters jointly, both going down the same avenue together.

Q. Yes, but you say that all union officials are not in a position to work with management for technological advancement, because they can't provide other jobs for the displaced workers.

A. That is true. It's a problem that remains to be resolved—again, through joint action. Featherbedding and other similar evils still exist on a widespread scale due to the improper harnessing of technological developments. The honest union official knows these things are wrong, but it comes down to a question of educating his members from a dead lift. This is extremely difficult. It takes a good deal of honesty and courage to do this educating job. Even though these evils are still prevalent, I think more union leaders—enlightened union leaders—are entering the picture and are beginning to handle this job of educating the rank and file.

• • •

Q. How do you go about educating your people?

A. On the basis of facts, statistics, hard logic, history. I try to use facts in my job in the same way that a business executive tries to use facts in his. If your facts are right, you can convince people of what is right. But before you can show people what is right you've got to have the guts to tell them where they are wrong.

Q. What do your own union associates think of this attitude of yours that both unions and management have essentially the same goals?

A. I can answer that by relating a very exciting experience I had a few weeks ago when our international union held its convention in Chicago. I am chairman of the

Technological Development Committee. At the convention, I made a committee recommendation that our international union put up \$1 million, to be matched by the industry, for use in research to develop better lithographic equipment. When I had finished making my report and recommendation I had 100% support for the idea. In fact, some of the convention delegates said, "Let's make it \$3 million—let's really do a job of developing new methods." That was the way they felt about it.

Q. Mr. Swayduck, if there are going to be good unions, there must be good union leaders. Where are unions going to get the qualified administrators they need?

A. I think it's part of the union leader's job to train people under him—bring them along. I'm doing that now, all the way down to the shop delegate level. Now some unions do more than that. They have set up scholarships to develop future leaders. When these young men finish their formal training, they are given the kind of jobs that will develop their executive and leadership skills. In addition, universities like Cornell and Rutgers conduct training programs for operating union leaders, just as there are many management development programs for operating business executives.

Q. Mr. Swayduck, what do you feel is the biggest problem that exists at the present time in labor-management relations?

A. A lack of education. It is the same problem that exists in the United Nations—fear, mistrust and suspicion of the other guy. Union people and management people still don't understand each other the way they should and so each is still suspicious of what is going on in the other's mind. Each side asks itself, "What is this guy trying to get out of us?" A big stumbling block in labor-management relations will be removed when both sides begin to understand that they have common goals. But that comes only with education. It is something you build.

Q. Specifically what can management people—and union people—do right now to break down this stumbling block?

A. You break down resistance and suspicion from the other side when you demonstrate a willingness to accept change if you find the position you have taken is no longer sound and in line with the times. Let me give you an example of what I mean. In 1949, our industry like many industries was suffering a business setback—a mild recession. We were scheduled to negotiate a new contract that year.

But in view of the conditions, we told the employers that we would waive negotiations, that we felt it was best for the industry to simply renew the old contract. We didn't feel we could honestly ask for more than we had, under the circumstances, so we waived negotiations. Well, as you know, the next year the Korean War came along and it knocked prices and costs sky high. Suddenly we had a war boom. Now, if our people were going to have to live under their renewed contract, it was going to be grossly unfair for them. We went to the employers and explained this, and asked that negotiations be opened up even though the contract had been signed the year before. Because we had demonstrated our integrity and fairness in the first place, the employers now willingly did the same. We opened the negotiations and amended the contract to make it more reasonable for everyone.

Q. Well, Mr. Swayduck, isn't it true that a labor leader must be on his guard not to give the appearance to his rank and file people that he is subverting their interests and cooperating too closely with management?

A. Oh yes, that is a big problem. And it's a problem where management can be very helpful.

Q. How can management help you with this?

A. Here's an illustration. We of course have job classifications spelled out in our contracts with employers. Not so long ago we found ourselves in a situation where I felt there was some featherbedding in certain classifications. It was due to some new equipment that had come into existence. There was a lesser need for certain types of work. It got to the point where certain workers could do their job simply by standing by a machine for a couple of hours a day. Well, I feel that that kind of thing is a hell of a loss—nobody gains. The man is there to work, not to stand around idle. It made sense to knock out certain classifications and group them with other classifications. Well, the matter came up at a negotiating session, in front of my 35-man negotiating committee, made up of men taken right off the bench. In front of my committee, I said to the management people that I regarded the re-grouping to be valid and called for, but that I knew the rank and file would want some assurance that there would be no shenanigans by management regarding the new clause. The management people showed their good faith by being very diplomatic and statesman-like in this regard. They spent four days with me hammering out the language of the new clause,

because they realized that this kind of attention to the matter was necessary for me to make clear my position of standing up for the workers' interests.

Q. You said you waived negotiations in 1949. But does it ever happen—could it happen that you accept a cut in wages if the facts warranted it?

A. I would say this: the kind of fair play that management demonstrated by agreeing to re-open the negotiations the next year puts me in the proper posture to accept such a step should it ever become really necessary. Previous to the 1950 re-opening of negotiations, it would have been utterly impossible for me to do it. But with that good record of mutual understanding behind us, I would say that I am now in a position to successfully argue this question with my people on a moral basis.

Q. Another thing that often bothers management about unions is the fact that the overriding wage scale set for each job place the race horse and the plodder in exactly the same category. There is no incentive to do other than a mediocre job, especially when upgrading is based on seniority. Don't you think that management has a right to squawk about these things?

A. I can answer that by saying that I believe in incentive pay and I don't believe in seniority. Fortunately, we have premiums in our organization. Your race horse gets premium pay and your plodder is paid straight scale—the minimum for his classification.

Q. Who determines which workers will get premium pay?

A. The boss. That's his prerogative. Any other arrangement is unfair and wasteful.

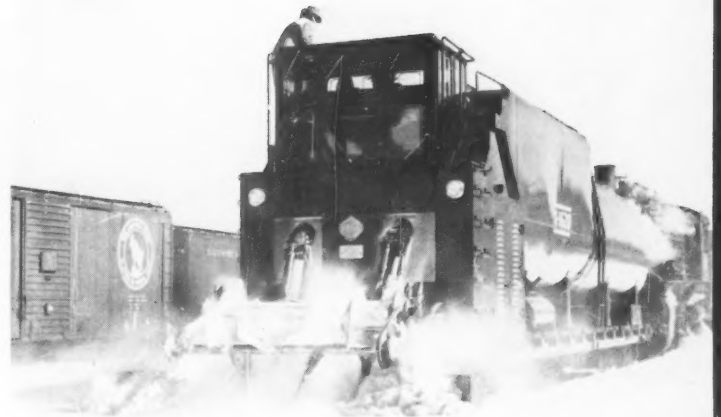
Q. You say you don't believe in seniority?

A. I try to take a practical position on that. We have an apprenticeship program which is a form of seniority. But let me give you an example of the other side of the coin. One of our employers was telling me that he was having trouble getting good foremen. I said, "Let me pick your foremen for you." I went into his shop and spent some time looking over his people. One of the men I picked as a foreman was an apprentice. I could see this young fellow had the makings of a damn good foreman. The employer thought I was crazy, but he put the man in the job. That young fellow is now one of the best foremen I've ever seen.

(Continued on page 26)



SWEEP AND SPEW—Rotary plows get tough assignments in mountainous, deep-drift country. Powerful diesels give push.



SNOW EATER—Combination machine sweeps tracks clear or draws snow into tank for melting. Water is discharged later.

New Drift in RR Snow Fighting . . .



BIG PUSH—Most crawler and wheel-mounted graders and materials handling machines are versatile snow-workers.



CLEAN SWEEP—Rotary brushes are suited for sidewalk or platform clearing. They can be modified for plowing.

. . . With Mechanized Forces PLEASE TURN ►

Mobilized Cleanups Click with Better Planning—Practical Goals

Now railroads handle even the heaviest snowfalls without extra men. Reduced labor forces are big enough for the job because:

More switch-protection devices like heaters and blowers are being used. There's a growing variety of grading machines and other mechanical equipment speeding the removal of piled-up snow.

And just as important, new snow-fighting practices have been developed, easing the pressures on maintenance of way forces when snowstorms strike.

It had started snowing in the early afternoon. At first the fall was light but as the day wore on it came down heavier and faster.

The telephone on the division engineers' desk began to jangle with increasing frequency. Between telephone calls he was talking about snow-fighting problems to a visitor. "We have a new deal around here now," he explained. "It wasn't so long ago that the 'upstairs roadmasters' took it upon themselves to start issuing orders direct to the men on the ground when a snowstorm started. The result was that men who were supposed to be stationed at certain points would be called to other locations by tower men or others. The roadmaster would then lose contact with his men, and key points left unattended. Now I insist that all calls from 'upstairs' be routed to me so that the 'working' roadmaster can proceed without interference in accordance with our pre-arranged snow-fighting plan."

A New Strategy Develops

He went on to explain another switch in snow-fighting strategy. "At one time our management took the position that trains should operate during snowstorms just the same as in fair weather. This approach naturally required a tremendous effort on our part, entailing the hiring of

large numbers of extra men. Now our instructions are to keep trains moving as nearly on schedule, as possible, but not worrying too much if they are a few minutes late." While admitting that this practice involves a "calculated risk," he said it avoids excessive snow-fighting expenses.

"Just exactly how does this new policy affect your actions during snowstorms?" he was asked. "For one thing," he explained, "we take care of key interlockings and other points first, while letting other locations go until they can be handled in an orderly manner. Then, too, we don't try to keep all spur and industry tracks open when only a small fraction of them need to be switched right away. We simply put one or two trackmen on each switch engine so they will be available to open up switches as necessary."

These comments by a man in charge of snow-fighting activities in a large metropolitan terminal are representative of the present-day approach to the snow-fighting problem. The subject was discussed in a recent series of interviews by *Railway Age* editors with a number of maintenance-of-way officers responsible for keeping traffic moving during snowstorms.

These interviews revealed that snow-fighting, especially in terminals, is vastly different from what it was a few years ago. Gone are the days when snow fighting was done largely by droves of extra

laborers armed for the most part with brooms and shovels. They have been displaced by an imposing array of mechanical devices that make it possible generally to handle even heavy snowfalls with the regular forces.

For example, one division engineer said that not in the last 15 years had it been necessary for him to hire extra help during the winter. This is not to say that snow fighting has become a fully mechanized operation; the man with a broom or shovel still has a part to play and some maintenance men say it is still necessary to take on extra men during heavy storms, although the requirements are only a fraction of what they used to be.

Problem: Smaller Basic Force

Snowfighting today is complicated by the basic fact that, on most railroads anyway, the winter labor force is much smaller than it was a few years ago. To be able to handle snowfalls, even the heavier ones, with little or no extra help it becomes essential, therefore, to use every mechanical aid. Also fundamental is a careful planning of the basic snow-fighting strategy with the aim of making the most of the men and machines available.

With only a minimum work force available effective supervision is more important than ever before, the interviews re-





◀ **FLAME TREATMENT**—Switch heaters keep turnouts working. They use natural or propane gas, kerosene, or electricity.



AIR BLASTED—Snow blowers keep switches like this clear. Like most heaters, they can be adapted for remote control.

vealed. This means insistence on centralized direction, as described by the division engineer quoted at the outset. It also means that advance planning, always a "must" in snow fighting, is getting even more emphasis today than in the past.

In any well-laid plan of attack on the snow front, printed instructions are issued which make specific assignments of men and equipment, leaving no doubt regarding who will be responsible for each location. Because it is often necessary to rent equipment from outside firms, the instructions will also show the names and tele-

phone numbers of contractors and others owning equipment that may be useful in handling snow.

The plan of attack will necessarily include instructions for winterizing and otherwise preparing for use all equipment that may possibly be needed. And instructions will be included for installing, repairing and checking switch heaters and blowers. There can be no doubt regarding who will be responsible for this work, and for turning on switch-protection devices.

At pre-winter meetings of key person-

nel the plan is reviewed to make certain that each man understands what has to be done in advance and exactly what his responsibilities will be when snow starts to fall.

Keeping Switches Open

Maintenance men are unanimous in the belief that switch protection devices—heaters and blowers—are more responsible for the railroads' ability to fight snow with a minimum of men than any other single category of equipment. Electric, gas-burning (natural gas and propane) and pot-type heaters are all used.

Some railroads using propane for burning in switch heaters have bulk stations for filling cylinders that are distributed to the individual locations as needed. Frequently these plants also provide bottled gas for passenger coaches, diners, bunk cars and other uses.

The development of remote control devices has been an important factor in the adoption of switch heaters and blowers for the protection of outlying switches, especially automatic switches in CTC territory. For example, in the Cascade mountains in southern Oregon, the Southern Pacific has installations of propane-burning heaters at 50 switches in CTC territory. Remote-control equipment for the heaters is in the dispatcher's office at Dunsmuir, Cal., 200 miles away. The dis-

Snow-Fighter's Dilemma

"You're always on the spot when it starts to snow," complained a division engineer. "Whatever money you use for this purpose is wasted, and you don't want to waste any more than you have to. So you try to handle the situation with what men you have.

"Because of mechanization we don't have the basic labor force we did a few years ago. That means we don't want to call the men out any sooner than is necessary because after a while they get tired and want to go home, and if the snow keeps coming down we're in trouble.

"But if we wait too long to call them out the situation might get out of hand, and we're in trouble on that account. But if we don't take a chance once in a while we find ourselves throwing more money away than is necessary.

"Do you understand now what I mean by being on the spot?"



JET ACTION—Weed burners are brought into some terminals with cold weather for snow-melting operations.

PILING THROUGH—Wedge-type plows go to work as soon as snow starts heaping up. Initial deep cuts are then widened. ▶



patcher is kept advised of snow conditions at the heater installations by train and wayside radio and by telephone.

Heaters or blowers at outlying locations are, for the most part, controlled from dispatcher's offices or operator's towers in the same manner as the SP does it. For isolated turnouts several devices are in use or under test for turning on the protection devices automatically when the amount of snowfall has reached a predetermined depth. Reports are that more work needs to be done to assure the reliability of these devices.

For keeping tracks and switches free of snow in terminals weed burners are standard equipment on some roads, although they are used with care at interlockings to avoid damage to wiring and switch heaters. One large road uses eight weed burners at a metropolitan terminal.

Since weed burners occupy the tracks there is a problem in keeping them operating in busy yards. Said one division engineer: "We simply tell the trainmaster and yardmaster that we've got to have use of the tracks if traffic is to be kept moving. The result is a high degree of cooperation from the operating people. In fact, it is not uncommon for a yardmaster to request that a weed burner be dispatched to a particular point."

Maintenance men are loud in their praise of the truck as a snow-fighting weapon. The reason is that a small gang with a truck becomes a hard-hitting, mobile "task force" that can be quickly shifted from point to point as trouble develops. "Since we have been using trucks for the transportation of men we

have needed only about one-tenth the number of men to clean platforms and switches that we formerly required," said an engineer maintenance of way.

Many other types of motorized and mechanized equipment have cut down manpower needs in winter. For cleaning snow from driveways and platforms practically every commonly used type of crawler and wheel-mounted grading or material-handling equipment comes into use, including bulldozers, front-end loaders, motor graders, scrapers, dump trucks, and even power shovels and cranes equipped with snow buckets. Wheel-type tractors equipped with rotary brooms are used for cleaning platforms and sidewalks, as are two-wheel rubber-tired units with blades or rotary brushes. By using a tractor-mounted rotary broom with wire bristles for scraping ice and hard-packed snow from the wind-swept platforms around a passenger station, one road "saves a small fortune," according to its division engineer.

Compressed air, supplied from portable compressors, is being used successfully to remove snow from switches. This is done simply by directing streams of air from handheld hose lines as needed. "Using air in this manner, we can keep switches clean with one-tenth the manpower," said one maintenance-engineer.

Learning and Relearning

Equipment used for clearing snow from tracks in yards and terminals also includes spreader-ditcher-snow plows which, with a wing extended, may clear two tracks in one operation, and a combination

snow-plow-melter which may either cast the snow to one side or deliver it to a melting chamber.

Keeping main and branch lines open today is pretty much a matter of making the best use of the types of snow-fighting equipment that have demonstrated their effectiveness over the years. These include spreader-ditcher-snow plows, wedge plows and "dozers" of various types, and rotary plows, the latter being used primarily in mountainous country.

Snow fighting out on the line, as in terminals, is a matter of learning and relearning the same lessons over again, say experienced snow fighters. They emphasize the need for keeping the equipment in operating condition, stationing it at strategic points, getting it into operation at the earliest possible moment after the start of a storm, and operating it at frequent intervals to keep the situation under control. Experience has taught them to be prepared for a second snowfall following hard on the heels of the first, and that deep snow drifts, once opened, should be widened as soon as possible to facilitate the handling of more snow.

One maintenance of way engineer said that "diesel locomotives can be depended on to act somewhat as snow plows, although water may get in through the vents and stop the motors of one or more of the units."

All experienced snow fighters have this word of advice to offer: "Just because there may have been a series of years of only moderate snowfall, don't be caught napping. The worst blizzard in history could start tonight."

Rail Treatment Pays Big Returns

What the Reading achieved:

- Tonnage per train—up 16.4%
- Cars per train—up 14%
- Trains needed to handle traffic—down 14%
- Locomotives needed—down 4.7%

Rail conditioning to improve adhesion was initiated on the Reading three years ago. Tests in 1956 showed that where conditioning is needed, tonnages may be increased as much as 17 per cent. It is estimated that under such conditions average net savings over the cost of application may come to 25 to 40 cents per train-mile.

More recent tests involving new materials and improved methods of application are reported in a paper presented at the Railroad Division meeting of the American Society of Mechanical Engineers in New York, December 1-6, by F. G. Fisher of the Reading, R. F. Allen of General Electric Company and G. W. Luvisi of National Aluminate Corporation.

The ideal method of applying the conditioner would be from the front of the locomotive, but so far this has not proved practicable, since some time is required for the conditioner to do its work. Other methods include application from the caboose or a trailing locomotive to serve following trains and from a rail car to prepare the rails in advance of train movements. Up to the present, the latter method has proved most effective. A rail car and trailer have been devised for this purpose.

Results from the use of this equipment show that rail conditioning increased tonnage per train 16.4% and cars per train 14%. Consequently, traffic was handled with 14% fewer trains and 4.7% fewer locomotives than would have been required without rail conditioning.

The ultimate goal of this program, the authors of this paper report, is the development of a rail conditioning formulation capable (1) of being applied from the locomotive; (2) of giving peak adhesion values of 25 per cent regardless of rail contamination or weather; (3) of functioning without more than an occasional light application of sand under particularly adverse conditions.

Progress toward this goal must be guided by sound economic considerations or the cure may prove worse than the disease.

Results of field applications and observations lead the authors to conclude:

1. Best results are obtained when Nalco

RC is applied ahead of each train. At least one spraying for every three trains appears necessary.

2. The results of spraying are cumulative, and best results under adverse weather conditions are obtained when the rail has been conditioned for at least a week.

3. The number of sprayings and the dosage depend upon rail conditions. Possibly, either the frequency of spraying or the dosage may be reduced after the rail has been conditioned for a period of time.

4. Motor car application is practical where operating conditions and traffic permit its use.

5. Application from a pusher locomotive or caboose to condition the rail for succeeding trains holds some promise. In this case, conditioning should be started and stopped automatically by roadside equipment at the proper points.

6. Results from one year of testing indicate attractive savings. The cost of rail conditioning with the motor-car train amounts to 28.2 cents per train-mile. The estimated net annual saving, based on handling the same volume of tonnage over a 106-mile division, (including a 0.6 per

cent, 34-mile grade), amounts to 17.5 cents per train-mile.

7. Future developments should be aimed at providing rail conditioning through the application of a chemical formulation at the lowest cost per train-mile, and a minimum of 21% adhesion regardless of weather, providing all adverse rail conditions other than surface contamination have been corrected.

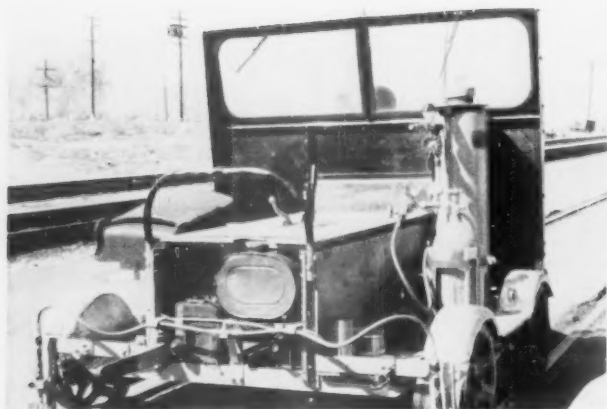
New Adhesion Studies

A theoretical discussion of the reasons for variable wheel to rail adhesion, together with some suggestions for its control and improvement, were included in a paper presented at the same meeting by Spiro Kyropoulos of Holloman Air Development Center, Alamogordo, N.M. Factors affecting adhesion, he said, are thin layers of oxide on the rail and the addition in varying quantities of adsorbed water and oils.

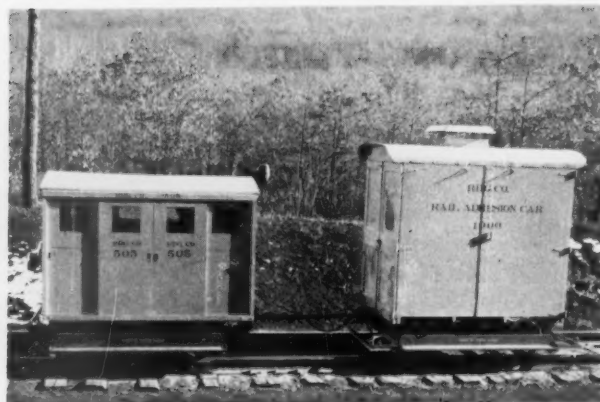
Rail and wheel surfaces, this paper states, are covered at least with a layer of oxide and perhaps in addition with an adsorbed layer of water, depending on the

ADHESION SHOE and mechanism for applying antilubricant to a wheel in lab tests.





CHEMICALS are applied to rails with this motor car on the Southern Pacific.



RAIL AND PUSH CAR operate at 20 mph on tangent track and 15 mph on severe curves.

relative humidity of the atmosphere. These layers stay on the contacting surfaces no matter how high the contact pressures. The same applies to oil on the rail. In the case of leaves, vegetable oil may be involved and certainly some hydrodynamic lubrication.

One suggested method for improving adhesion is to apply wipers ahead of a locomotive—the foremost being dry and one or two subsequent ones being moistened with a volatile solvent such as hexanemethylalcohol or acetone-benzene capable of dissolving films of both oil and water.

Adhesion increases when the contact surfaces are subjected to electrolytic action. The authors suggest that a brush could be brought in contact with the inside of the wheel rim so that the wheel and rail form one electrode. The second electrode would consist of a brush soaked with an electrolyte applied to the rail and the outer edge of the wheel rim. With voltage supplied by a small battery, it is thought this would improve adhesion by the removal of the oxide.

A third suggestion is that chemically inert, water-soluble drying agents, such as anhydrous sodium sulphate, might yield most benefits of hard abrasives such as sand without their disadvantage. Being water-soluble they would not contaminate track ballast.

Southern Pacific Tests

Much work on means of improving rail adhesion has been done by the Southern Pacific in collaboration with the Battelle Memorial Institute and Stanford Research Institute. Information gained from laboratory and field work was summarized in another paper at the ASME meeting, by P. V. Garin of that railroad.

Mr. Garin reports that from an economic viewpoint, some form of silica is the most effective means for increasing ad-

hesion between driving wheel and rail. Particle size is unimportant, since high rail pressures reduce any sand or other form of silica to an extremely fine powder. Very little sand is better than a lot, if it can be applied where it is needed.

In laboratory tests, thin water slurries and thick water-mixed paste gave acceptable increases in friction values. An adhesion shoe has been devised. It is similar to a brake shoe but is composed principally of silica and a binding material. It applies antilubricant to the wheel. The report states that if a suitable retracting device were designed, this method would be effective and would use a greatly reduced amount of antilubricant.

Favorable reports from the Swiss Federal Railways (Railway Age, Dec. 24,

1956, p. 24) have indicated the practicability of brake control of wheelslip without sand.

The Southern Pacific is also making tests on chemical treatment of rail to improve adhesion. For this purpose, it has developed a car for applying the chemical. Unlike the two-car arrangement used by the Reading, the apparatus is all mounted on a single car. This was made possible by applying the chemical by means of compressed carbon dioxide instead of an air compressor.

Discussion indicated that the much desired high adhesion can be obtained practically by applying conditioner to specific stretches of track, but that some means of applying it from the locomotive is essential to general application.



One Man Operates Tractor Powered Hitch

This new hitch, developed by Rock Island Motor Transit, took 3 1/2 min to tie down a 38-ft trailer. The highway tractor provides the power to lock and unlock the hitch, while one man completes the operation. Rock Island officials are convinced this is the simplest tie-down equipment yet devised. The hitch cost about \$500 as compared with \$975 for a similar design.

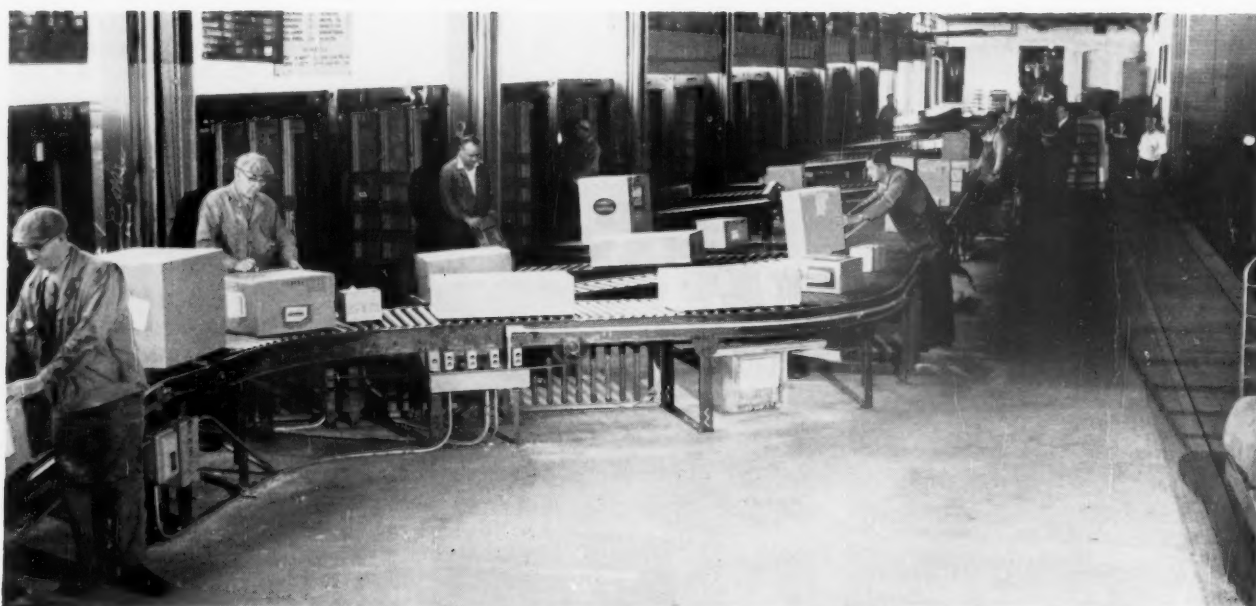
How it operates: Rig is backed on flat car and positioned. Fifth wheels are lowered. Highway tractor hitch is unlocked. Chain on flat car hitch is attached to rear of highway tractor. When tractor moves out, hitch is raised and locked in position.



INCOMING shipments form a big parade on "moving sidewalk" slat conveyor as they're unloaded from rail cars.

How REA Eased a Whopping Load

It whipped 108-car-a-day volume with latest materials handling systems and tools. New Hoboken setup makes —————→



OUTBOUND express gets final destination sort before being loaded onto trucks lined up at left.



BRIDGE TRAFFIC—Three hydraulic lift bridges span tracks to permit easy transfer of express between platforms.



CROSSOVER on platform links conveyor running along freight cars at right with one at left for truck loading.

Erie-DL&W express handling faster, safer, smoother

To absorb the shipments from 108 cars on 73 trains every 24 hours, the Railway Express Agency couldn't afford old hat ideas for its new Hoboken terminal.

Serving metropolitan New York City for the Lackawanna and the Erie, the big new depot needs peak efficiency to keep lading moving free from snarls and to hold down damage losses. This modern freight-handling setup developed by the REA is highlighted by:

- Spaciousness—it almost triples the work space of the old DL&W terminal.

- Mobility—There's a minimum of hand-moving; shipments shuttle about on the latest conveying apparatus.

- Flexibility—Internal traffic patterns are dovetailed to expedite the job.

- Communications—Coordinated systems make sure that everybody "gets the word".

There are three car loading platforms and almost a quarter-mile of powered and gravity conveyors on which shipments are sorted and marked while they are in motion.

Bulk of the loading and unloading activity centers on a stub track platform where four cars and up to 74 trucks can be worked simultaneously. Twenty-six more cars on two tracks can be worked at two other platforms.

Running the length of the stub platform and the truck docks is a conveyor system featuring a fixed power slat belt or "moving sidewalk." This ties in with portable gravity roll units for working cars and trucks, and with powered rubber belts and powered rollers.

Tow units for hauling platform trucks also work into this materials handling system.

Three new type hydraulic lift bridges—two at the ends of the long platforms and one connecting them with the stub platform—speed up the transfer of lading in the terminal area.

For entry or departure of cars, the

Big New Building Combines Two-Road Operation into Single Plant



When the Lackawanna and Erie consolidated passenger operations at Hoboken, the move figured to result in cost savings with no letdown in service. It still is early to tally up cost savings, but the service goal has been realized—38,000 persons, mostly commuters, pass through the joint terminal daily, and on-time performance is tops.

Express service posed its own problems, however. Erie facilities at Jersey City were geared to that road's opera-



GRAVITY ROLLERS (above) feed power belts to reduce handling.

CLASSIFICATION (below) is simplified through hookup of conveyors.

HIGH BOYS (bottom) move shipments to cars in nearby passenger terminal.

bridges lower to track level. Track segments built into the bridges permit the cars to roll across them. Raised to platform level, they support the tow units.

Private dial telephone stations are at 18 key spots in the loading areas and in the offices. These are backed up for general communications by 32 loud speaker speaker horns set so instructions are audible in all areas.

In both inbound and outbound operations, express shipments handled on trains at the adjacent Erie-Lackawanna passenger station are shuttled to and from the REA depot on platform trucks and like equipment.



tion and were not convenient for the new setup. The Lackawanna depot was too small to handle the job alone. REA studied the problem, decided to build a new house incorporating the Lackawanna facility. The job ran to \$700,000 but the resulting house is highly mechanized and large enough to speed express traffic in and out of the New York City area via either road. The building is concrete and steel, provides 90,000 sq ft of work space and will accommodate 30 cars.



(Continued from page 16)

Q. How big a pension fund do you have?

A. It totals \$18 million. It goes up at the rate of \$2 million a year and earns about \$500 thousand in interest a year.

Q. With unions holding that kind of financial strength, and with the AFL and CIO now combined and presumably destined to grow bigger, isn't it likely that overbearing power—political power—may be centralized in this single labor organization?

A. That is a typical management question and it's completely cockeyed. It's the same thing as asking whether your family would have a unified, strong body of power if you moved all your relatives together into one house. You know what would happen if you tried to do that—they'd be kicking and fighting like all get out. There would be arguments about who has the bathroom first, am I a bigger brother than you are, and who has this and who has that. This is exactly what is going to happen if the AFL-CIO gets too big.

Q. How do you picture the labor leader of the future, Mr. Swayduck?

A. I think he will be an entirely different type of man from the labor leader of today—at least he will be far different from the picture that the public has of today's labor leader. A great change has already taken place in the last few years. Aside from the obvious difference that today's union official is not ashamed to wear a necktie and business suit, he uses different methods. He isn't the tough guy of the past who shouted, "Strike!" and then stood by proudly as everybody filed out. His methods today are good negotiations and hard logic. He tries to operate on the basis of facts. I think you will see a decided increase in the number of union leaders of this type in the future.

Q. You have said in a number of ways that you feel both labor and management have essentially the same goals. Do you see a day when both sides will be following courses that are exactly parallel?

A. I don't know whether our actions will ever be exactly parallel. As a matter of fact, I don't think it would be good to have it that way. I think it keeps both of us on the ball to have some differences, just as competition among business firms

keeps things healthy. But I'm sure there will be less strife and conflict in management-labor relations in the years ahead. You've got this new kind of individual coming along in management and I think we can say the same thing is beginning to happen in labor. We've got the history of the '20's and '30's behind us as history and as experience. Management and labor show signs of beginning to understand each other better. Some management people are beginning to realize that the real labor movement isn't out for pie in the sky—that we are concerned with basic human needs and desires. From where I sit the future looks good.

Q. And you feel there will be a balance of power—there won't be a dominance of union strength or management strength?

A. Right. And more than anything else I think this new kind of labor relations is going to be a cause for peace all over the world. It will set an example for people that they don't have to embrace communism or have wars and suffering to solve their differences and problems. It will be the best evidence of all that our form of democracy can work.

Railroading



After Hours with Jim Lyne

"MISTERING" THE BOSS—I heard the other day of an instance of two young supervisory officers, closely acquainted, and one of them was made the other's superior. Whereupon the new boss instructed his friend to address him as "mister," even in private.

My own observation has been that a fellow who insists on being "mistered" usually doesn't deserve it. On the other hand, it wouldn't hurt, as an act of courtesy, for more people to use the polite prefix—especially when they're under no obligation to do so.

I once knew a young trainmaster who had conductors reporting to him, under whom he'd worked as a brakeman. He continued to "mister" them—while they first-named him in private, as they'd always done, but mistered him in public. And they did it on their own initiative. The old heads did not question the trainmaster's authority—their first-naming of him in private was a token of affection, not insubordination.

ANONYMOUS ALCOHOLICS—I recently raised a question about the AA organization—and the reluctance of railroad people to say much about its effectiveness in correcting alcoholism among railroaders. Too much public talk, they suspect, might give the employing railroad a bad reputation.

A station agent from the Northwest offers a slight argument to this point of view. He says he has "far greater respect for those railroads that are doing something about the drinking problem in their ranks"—than he does for those that soft-pedal all mention of the subject.

This station agent has evidently made a rather deep study of the question. He says a lot of railroad people insist that Rule G takes care of the situation for the railroads—but he

doesn't agree. "This disciplinary rule is usually on a 'when and if detected' basis. It is an implied threat, seldom observed to the letter."

I'd say that Rule G is needed, but so is something more besides. If the threat of getting fired ever cured a chronic alcoholic, I've never heard of it. On the other hand, AA definitely does rerail some of them.

BILLBOARDING PIGGYBACK—On using overpass girders as billboards aimed at highway users—Fred Tredway, who manages SP's advertising, tells me his company now has 85 full-fledged billboards in service between Portland, Ore., and the Arizona-New Mexico state line. One of these billboards (boosting "piggyback" service, as all of them do) was pictured in our issue of Dec. 17, 1956, page 47.

Fred Tredway says some states where SP operates are opposed to signs on overpasses, allegedly for reasons of safety. But there could hardly be any greater contribution to highway safety than diverting the long-haul trucks to rail movement.

CHANGING CREWS—Of the Christmas cards I got with a railroad message on them, one of the most original came from Joe Small, railroad analyst for the Paine-Webber investment firm. It showed a train getting a change of crews, and the fellows comprising the new crew were labeled: "Reserves for Research & Development"; "Realistic Depreciation"; "Conservative Accounting Policies"; and "Low Volume-Rates." This crew, the card said, would provide a happy new year.

The members of the retiring crew were named: "Dividend Pumper"; "High Rate Advocate"; "Johnnie Come Lately"; "Speculative Magpie"; and "Fat Cat."

HOW ARE
THEY DOING?

ON THE KATY

A Year of Deramus Pays Off



"Young Deramus"

William N. Deramus III has learned an important railroad application of Newton's third law of motion: For his first actions upon taking the helm of the Katy in January 1957, there was equal and opposite public reaction.

Both survivors and casualties of the Katy shuffle report that the 42-year-old president was bewildered and shocked by public attitudes toward his policies. The road back to acceptance of what the new boss regards as business necessities has been rough.

Son of the president of the Kansas City Southern and a Harvard Law School graduate, Mr. Deramus came to the Katy from the presidency of the Chicago Great Western. He'd been on the CGW since 1948, its president since May 1949. He began railroading in 1939 on the Wabash.

A controversial executive—some observers think by necessity rather than choice—Mr. Deramus has established as his trademark a Spartan railroad running extraordinary freight trains with great efficiency. In his last year, the 1,400-mile CGW had a net railway operating income of \$4.4 million out of a gross of \$35.6 million. Its operating ratio was 68.4.

The Katy Railroad in the past year has shown increasingly the handiwork of William N. Deramus III: minimum facilities, longer freight trains, no frills. But the Katy also may be staggering back to its feet.

Young Deramus was brought to the Katy about a year ago for one reason: the road was physically sick. Financial interests thought Mr. Deramus' particular brand of railroad doctoring would help. In a few years, Mr. Deramus had made the Chicago Great Western into a tightly efficient profitable enterprise. Observers who warn that the Katy isn't the same kind of railroad are balanced by those who think that maybe, in the long run, Katy's young new president can turn the trick.

Public resentment of Mr. Deramus' initial slashing at Katy employment, policies and procedures has largely subsided. Frank explanation to business leaders and newsmen of what's happening to the Katy and why—something not done at the beginning—doubtless has helped.

Mr. Deramus has begun to circulate among businessmen in St. Louis and elsewhere. And quietly, a few weeks ago, the St. Louis Chamber of Commerce reinstated the Katy retroactive to the day early in Mr. Deramus' tenure that it was tossed out.

Key Katy communities, moreover, are finding factors in their favor in the remodeled Katy. Denison, Texas, will have some downtown property available for industries when the Katy moves to modernized Ray Yard on the outskirts. Parsons, Kansas, may find both industrial and office space available in vacated Katy quarters. And not nearly so many tracks will cross downtown streets when the new yard there is in operation.

A Profit Maybe

From the standpoint of physical improvement—in the Deramus tradition—the Katy has come a long way in 1957. A profit for its year's effort, however, remains only a possibility. As it turned out, 1957 was not an ideal year in which to increase maintenance spending—and earn shipper resentment, as some of Katy's policies have done.

The Deramus operating formula—few, but long, freight trains—has been applied to the Katy as it was to the CGW. Some traffic has gone elsewhere as a result. A

former Katy officer pointed out recently that the road has anything but a firm competitive grip on its territory, and therefore can ill afford to let its service slide.

Moreover, southwest roads including the Katy haven't fared as well this year as they expected to. A year ago the southwest and the Katy were suffering from seven years of drouth. Then, about the time the Katy's rehabilitation was getting under way, heavy rains set back business some more. Since Katy's rebuilding is being financed entirely out of earnings, progress has been slower than Mr. Deramus would have it.

Katy's track and motive power have received the big share of attention this year. Some 800,000 of three million ties inserted in wartime with light creosote treatment have been replaced. The others will come out as soon as funds permit. Much of Katy's diesel fleet has received heavy overhaul, either in the road's own shops or at EMD in La Grange. Six new diesel switchers were scheduled for December delivery.

New rail was slated to go into some 25 miles of Katy track—with bolts. Mr. Deramus says, "We haven't time to weld it." About 3,000 carloads of ballast have been distributed on main tracks. Sidings all along the main lines have been lengthened.

The Katy's yard facilities displeased Mr. Deramus highly—"there's not a suitable yard on the system," he commented. Construction forces are hard at work doing something about them. When the work is finished, Parsons, Denison and Waco will have redesigned flat-switching yards suited to Katy's operations. The yards will have up-to-date communications systems, including television. New office buildings will house not only yard forces but passenger facilities. These three points will be the operating centers of the Katy system.

The future of Katy's once-glamorous passenger trains is not bright. Nor is that of several branch lines. Late in November the Katy ran its last train into Houston. Also slated for abandonment if authorities permit are trains between St. Louis and Parsons and Parsons and Oklahoma City.

ICC examiners have approved the Katy's plan to abandon the line from Altus, Oklahoma, to Wellington, Texas. Already torn up is the line from Piqua to Junction City in Kansas. And hearings were held early in December on the proposed scrapping of

Katy's "high line" from Paola, near Kansas City, to Bryson, near Sedalia, Mo.

But the Katy's physical plant is being augmented where there seems a future. As part of the modernization program, 55,000-gallon diesel fuel tanks have been installed at the road's three key points. A diesel pile driver and two 250-ton wrecking derricks have been acquired. Fifteen three-ton highway trucks equipped with chain hoists are in service. The road also has stationed

wrecker trucks at four points. With their crane, each truck can lift one end of an empty freight car.

But in spite of it all, in the first 10 months of 1957 the Katy lost over \$50,000. The year before, it netted over \$1.6 million in the same period. However, there were momentary bright spots; Katy was \$136,000 in the black in September. Up to that time, transportation expenses had decreased more than \$2.6 million and

maintenance spending was up some \$1.5 million.

Is the Katy on the way out of the dumps? Bill Deramus himself probably would say he doesn't know. He's hoping for revenues of perhaps \$69 million in 1957—and a profit.

And he has predicted that the Katy someday will be able to save as much as \$16 million in net out of revenues of perhaps \$80 million.

Letters from Readers

The Biggest Outrage

SPRINGFIELD, VT.

TO THE EDITOR:

I have enjoyed your "Outrage" articles and especially the one on pages 17-18 of the December 23 issue.

In reply to the statement "If Ala., Ill., Minn. and Vermont (and 22 other states) can let their railroads decide for themselves how many men make a safe and efficient train crew. . . ." let me say that insofar as Vermont is concerned, it just ain't so. The Public Service Commission of the state of Vermont, under date of November 1, 1956, issued an order reading, "The Public Service Commission hereby orders the Springfield Terminal Railway Company to maintain a crew of four trainmen on its line—consisting of engineer, conductor and two brakemen—for the regular operation of its trains in the Springfield, Vermont area after the diesel engine has replaced the electric engine now in use." This order applies on a road with a single 44-ton diesel electric locomotive operating one truck four days per week over a railroad five miles long and hauling less than 2,500 revenue tons per month.

The four-man crew get paid for an eight-hour day even though they often consume only two or three hours per day in performing their duties. The PSC order came about as a result of a petition filed by the BRT when it became known that we intended to operate our diesel with a three-man crew.

I believe our railroad has the dubious distinction of suffering "The Biggest Outrage on the Smallest Railroad."

DWIGHT A. SMITH, JR.
General Manager
Springfield Terminal Railway

Too Much "Crying?"

DES MOINES, IOWA

TO THE EDITOR:

I found your October 7 issue very interesting.

There are certain portions. . . which I could very wholeheartedly agree with.

Among these would be the sections dealing with regulations on minimum rates and service on non-profitable lines.

However, in general I would say that the issue presents a very biased and misleading message. This is particularly true regarding the method of paying for the construction and maintenance of highways and for payment of using them.

Two important aspects of the railroads' present position have been overlooked:

1. A great amount of present regulation has come about through the demand of the railroads and the necessity of regulating mal-practices of the railroads.

2. The service of the railroads has often been slow particularly on LCL shipments. Rather than to go all out on remedying this your personnel have often taken a "So-what" or offensive attitude. Instead of remedying this your management has turned to "crying" on the taxpayer (government) shoulder.

R. W. NADEN
State Legislator

How Unions Can Help

JERSEY CITY, N.J.

TO THE EDITOR:

I read the Action Page in the November 25 issue of RAILWAY AGE entitled "Unions Could Turn the Tide." Being a railroad man, I am in agreement with your thoughts 100 per cent. Notwithstanding the efforts of railroad management to effect economies and improve service through use of improved equipment, we are beset by increased demands and rule changes that continue to haunt top railroad men in trying to make ends meet. The average hourly wage rate for a railroad employee is about two dollars. For some employees in train and engine service who are protected by rule, eight hours or less constitute a day's pay and they get an eight-hour day's pay for any portion of the eight hours. For example, a member of a road crew making a run from Station A to Station B in four hours would get paid for eight hours. On his turnaround trip from

Station B to Station A (which is accomplished in five hours), he would receive pay for eight hours—giving him 16 hours' pay for actually working on duty for only nine continuous hours.

This is only one of the many handicaps that railroad management is continuously plagued with. Another headache is the different arbitraries that the railroads are compelled to live with. For example, if a passenger trainman collects transportation, he gets an arbitrary for so doing, in addition to his basic day's pay. If he handles company mail or express, he also receives arbitraries—and the same is true for dead-heading. If an employee, who lives at Station B and is headquartered at Station A is called on to fill a vacancy for a train starting from Station B (which is virtually in his backyard) he is paid for the dead-head miles from Station A (his headquarters station) to Station B (his residence terminal). Notwithstanding the fact the employee does no actual deadheading (in fact his convenience would seem to be served by working from his residence terminal), he receives arbitraries which amount to practically a half day's pay in addition to his regular basic day's pay.

There are many other forms of arbitraries or rules and agreements that in this day and age are outmoded and have outlived their usefulness. Nevertheless, the railroads are not able to get rid of them. As each day goes by, there are additional rules and agreements that continue to harass top management's endeavor to provide efficient and dependable service and compete with other modes of transportation, which are less restricted and in some instances subsidized by federal or state government funds.

I do hope that at least some of the top officials of railroad unions will give serious thought and consideration to your article. I hope they heed the handwriting on the wall and not wait until it's too late to salvage the railroad industry from government control.

JOSEPH J. GALUPPO
Division Superintendent
Central Railroad of New Jersey

New Products Report



Desk-Top Laminator

The Apeco Ply-On Laminator encases one or both sides of business papers, drawings or cards with thin, pliable sheets of transparent plastic film. For five cents, says the manufacturer, push-button controlled laminator produces a laminated business-size page in less than 10 seconds. Occupies 10½ by 15 inches; designed for business offices. Clear cellulose triacetate plastic film protects and preserves original papers. *American Photocopy Equipment Company (Plastic Division), Dept. RA, 1920 West Peterson, Chicago, Illinois •*



Foot Booster Pipe Bender

An addition to the Power Jack line of conduit benders is designed to bend ¾ in Sheraduct and other types of rigid steel as well as Xduct Junior metallic tubing.

The new tool utilizes a two-position foot treadle booster step giving leverage for smooth, true radius bends. The PJ100 bender is made of pearlitic malleable iron painted aluminum with bright red symbols. Power Jack is pre-stressed at sixteen tons pressure; is guaranteed for five years. *National Electric Products Corp., Dept. RA, Pittsburgh, Pa. •*

Cylinder Attachment

A new hydraulic cylinder attachment will tilt your Caterpillar No. 7S bulldozer for you. The cylinder replaces blade's left tilt brace; eliminates need for operator to get out and do it himself. Cylinder has a 7¼-in bore, a 7-in stroke and is operated by a front-mounted single-valve No. 44 hydraulic control, available separately. Trunnions have new designs. By use of the hydraulic cylinders, blade may be tilted to either side approximately 38 in above ground. *Caterpillar Tractor Company, Dept. RA, Peoria, Ill. •*



Recorder is Portable

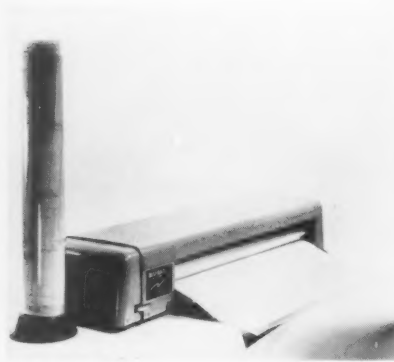
SoundScriber 200-B, a portable dictation unit has been developed for car checking work. Powered by four flashlight batteries—transistorized and completely self-contained, the 200-B weighs 6 lbs. The 15-minute plastic recording disc can be played on 33⅓ rpm phonographs; can be mailed in standard business envelopes at regular letter rates.

SoundScriber was tested in all types of transportation and under all climatic conditions. *SoundScriber Corp., Dept. RA, North Haven, Conn. •*



Reflective Yarn

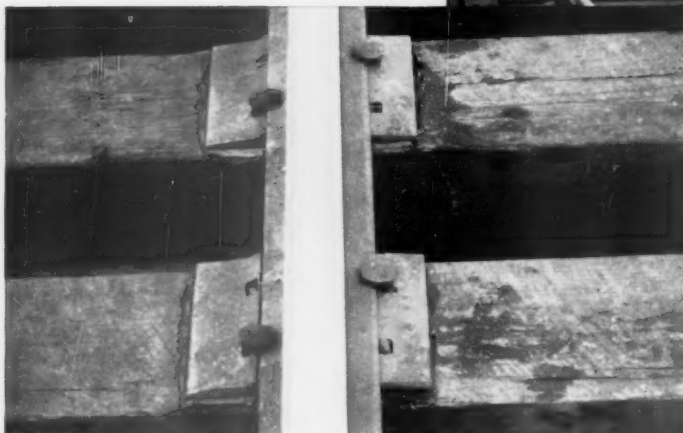
A reflective yarn—Flecton—has been developed for use in weaving fabrics which will make the wearer easily visible at night in the lights of approaching cars or locomotives. The gray yarn is coated with an invisible optical system that reflects light to an oncoming car. Depending on amount of reflective yarn used, visibility ranges from 500 to more than 1,000 feet. Reflective garments can be washed or dry cleaned. *Minnesota Mining & Manufacturing Co., Dept. RA, 900 Bush st., St. Paul, Minn. •*



Rotary Printer

The Blu-Ray diazo rotary printer, with dry developing unit is available in 42-in and 22-in sizes; prints up to 4 ft per minute. Diazo papers of any standard make can be used in making whiteprints from translucent originals. Printer has ball-bearing suspension, finger-tip external speed control, single starting switch for motor and lamps, fluorescent illumination, and automatic belt tension on 16 rubber belts. *Peerless Colonial Products, Inc., Dept. RA, 200 North Main St., Ivoryton, Conn. •*

WHY SWITCH TO LARGER TIE PLATES?



**USE
BIRD
Self-
Sealing
Tie
Pads**
with smaller plates

Note excellent condition of these ties after 9 years' service on railroad bridge spanning the Ohio River at Louisville, Kentucky. 7½" x 10" tie plates were installed with Bird Self-Sealing Tie Pads when ties were new in 1948. Vulnerable underplate and spike hole areas are in as good condition today as they were 9 years ago. (Photos courtesy of Kentucky & Indiana Terminal Railroad.)

Here's conclusive proof that smaller tie plates, used with Bird Self-Sealing Tie Pads, carry the load satisfactorily while affording better protection than larger tie plates without pads. This bridge installation, on a 6° curve, is subjected to the heavy tonnage of three railroads. After nine years of service, Bird Self-Sealing Tie Pads are still firmly sealed to the tie. The vulnerable underplate and spike-hole areas of the ties are in as good condition

as the day they were installed. Moisture and abrasive materials could not penetrate the effective seal of the pad to the tie.

So why switch to larger tie plates? Instead use Bird Self-Sealing Tie Pads with smaller plates for longer tie life. For informative booklet, containing facts and figures on actual dollar savings, write to Bird Tie Pads, East Walpole, Massachusetts, Department HRA-1

Bird Self-Sealing Tie Pads Are Recommended For:

Bridge Decks • Curves • Switch Ties • Highway Grade Crossings and Other Paved Areas • Crossing Frogs • Insulated Joints • With Smaller Tie Plates • Pile Cutoffs • Through Station Platforms • Out-of-Face Installations in Rail-Laying Programs • Sandy Locations • All other locations where tie life is short or replacement costs high.

Buy the Best . . .



Buy BIRD

MARKET OUTLOOK *at a glance*

Freight Car Loadings

Loadings of revenue freight for the week ended December 28, 1957, were not available when this issue of Railway Age went to press.

Loadings of revenue freight for the week ended December 21 totaled 590,343 cars; the summary, compiled by the Car Service Division, AAR, follows:

REVENUE FREIGHT CAR LOADINGS			
For the week ended Saturday, December 21			
District	1957	1956	1955
Eastern	89,493	117,939	112,127
Allegheny	108,357	136,643	134,024
Pacahontas	55,209	65,437	55,515
Southern	112,764	125,543	129,448
Northwestern	63,948	78,920	72,458
Central Western	111,279	122,157	110,084
Southwestern	49,293	51,785	53,823
Total Western Districts ...	224,520	252,862	236,365
Total All Roads	590,343	698,424	667,479
Commodities:			
Grain and grain products	55,208	51,491	43,017
Livestock	5,509	5,827	6,962
Coal	129,505	153,468	144,583
Coke	8,343	12,925	13,802
Forest Products	37,376	41,570	43,999
Ore	17,360	25,791	18,051
Merchandise			
I.C.I.	45,167	53,583	56,280
Miscellaneous	291,875	353,769	340,785
December 21	590,343	698,424	667,479
December 14	603,036	716,652	709,132
December 7	617,838	738,251	721,518
November 30	553,722	752,146	723,786
November 23	632,763	650,620	671,950

Cumulative total,
51 weeks .. 35,090,145 37,357,282 37,065,619

IN CANADA.—Carloadings for the seven-day period ended December 14 totaled 70,194 cars, compared with 74,980 cars for the previous seven-day period, according to the Dominion Bureau of Statistics.

	Revenue Cars Loaded	Total Cars Rec'd from Connections
Totals for Canada:		
December 14, 1957 ...	70,194	27,821
December 14, 1956 ...	76,512	34,186
Cumulative Totals:		
December 14, 1957 ...	3,906,198	1,559,397
December 14, 1956 ...	4,250,335	1,667,896

New Equipment

LOCOMOTIVES

► **Pennsylvania.**—Ordered 225 diesel-electric units from Electro-Motive and Alco Products under lease; value estimated to exceed \$35,000,000; delivery schedule follows: Alco units—19 1,800-hp units by this month, 6 1,000-hp units by March, and 25 1,800-hp units by April; EMD units—140 1,750-hp units this month, 35 1,200-hp units by May; orders were placed last August for first 25 Alco units scheduled; for all other units in November, Pennsylvania reports.

FREIGHT-TRAIN CARS

► **Canadian National.**—Ordered 1,850 freight cars costing \$19,000,000; order was allocated as follows: Eastern Car Division of Dominion Steel & Coal Corp., 700 triple hopper cars; National Steel Car, 250 triple hopper and 200 50-ton refrigerator cars; Canadian Car, 200 triple hopper and 200 70-ton gondola cars; Marine Industries, 300 50-ton flat cars; delivery is to begin early this year.

► **Louisville & Nashville.**—Ordered 2,000 cars at approximate cost of \$18,800,000; Pullman-Standard will build 1,100 45-ft and 500 52-ft gondola cars; American Car & Foundry, 200 40-ft gondola and 100 70-ton covered hopper cars; Greenville Steel Car, 100 65-ft gondola cars; delivery is scheduled to be completed this year.

► **Texas & Pacific.**—Ordered 200 cars from company shops for delivery January through May 1959; included are 75 50½-ft insulated box cars; and 100 53½-ft flat cars.

SPECIAL

► **Brazil to Buy Equipment Here.**—Purchase of 165 diesel locomotives and signaling equipment is provided for in \$100,000,000 loan contract just consummated by Brazil and the U. S. Export-Import Bank; loan, which goes to the administrative agency for Brazil's 22 nationally owned railroads, is part of \$151,000,000 credit authorized in 1956; Brazil is understood to have begun negotiations with U. S. manufacturers for early delivery of the locomotives.

New Facilities

► **Canadian National.**—Announced \$3,500,000 accelerated works program to provide winter employment for some 600 men; program, says S. F. Dingle, operation vice-president, is designed to offset seasonal unemployment and might be expanded if weather conditions permit; included are equipment conversion in various CNR shops, enlargement of yards at Corner Brook, Nfld., and Moncton, N.B., and construction of spur line at Atokokan, Ont.

► **Chesapeake & Ohio.**—Announced start of construction work on 3.8-mi. industrial track to cost \$1,400,000; track will serve new chemical plant of Union Carbide Corporation near Winfield, W. Va.; completion date for plant, largest new plant ever to be located on the C&O, is 1960; track will run from Scary Station on C&O main line to the plant site.

(Continued from page 10)

that 17 points are at issue. He said that on December 4, R. O. Boyd, serving as mediator, "relinquished jurisdiction after tentative agreement between Santa Fe and the BLE had been reached on all issues involved, including 10 which were placed in moratorium under national agreement with all railroads in the United States, effective July 18, 1957."

"Agreement with the union has been reached," he added, "on rules, rates of pay and working conditions."

The sole difference in dispute, Mr. Shelton said, "is whether the final agreement, comprising some 2,000 copies to be printed at company expense, will bear a

union label."

Santa Fe said it has been its custom to defray the expense of printing and binding the agreements. This it is willing to do, but the carrier "insists on calling for bids without regard to whether the completed work will bear a union label."

Guy L. Brown, grand chief engineer of the Brotherhood of Locomotive Engineers, said the BLE general committee first served notice on the carrier July 2, 1956. He said Coast Lines engineers later voted 97% in favor of a walkout, after no settlement was reached. Two earlier strike dates in 1957 were blocked, Mr. Brown said, by National Mediation Board entry into the case.

NH Hopes to Banner Lightweights

Service cuts to stem passenger losses on the New Haven have brought this road's trio of lightweight trains into new focus.

Several of the New York-and-Boston runs eliminated in the economy move have been handled in recent months by the experimental equipment. That made obvious the question a reporter had to ask:

Did the road blame the lightweights for the decline in passenger business?

Emphatically not, was the word from New Haven's management.

To begin with, as President George Alpert had stated when announcing the scal-

pel treatment of the New Haven's timetables, "general economic conditions" are the real culprit.

The railroad still hopes to make the lightweight trio its "banner trains," a spokesman said.

"The data we have gathered so far," Mr. Alpert said, "indicates a strong passenger acceptance [of the lightweights] and economies of operation. We envision a brighter passenger future for the railroad when we get the new trains established on faster schedules."

Finding the right spot for these trains

has been as much a concern of the New Haven as the more-publicized mechanical and other difficulties that hampered early operations.

Lacking flexibility because of their incompatibility with standard equipment, the ACF, Pullman-Standard, and Budd trains have been unable to absorb holiday or other special-occasion passenger rushes. What's sought is an ideal schedule in which the trains would not be so susceptible to this problem as they have been.

One of the trains is to be shifted to a Springfield-New York trial run; another will make one round trip a day New York-Boston (whereas each of the trains has been on a three-trip-a-day schedule); the third will temporarily substitute for other equipment, its final niche still to be determined.

Dining car service has recently been provided on two of the trains, with the third to be outfitted as soon as conversion of one of its coach units is completed. This should be very soon.

Basic to the New Haven passenger planning is its intent to make the best use of this equipment "inherited" from the previous management. Plans for New York-Boston schedules under four hours "definitely have not been abandoned," one officer said.

"There's no question about it," he commented, the concept of lightweight train service at high speeds "can be worked out." The mechanical detail of shifting from diesel to third rail-electric power will be perfected, he is sure, noting that there were "bugs" in the diesels when they first went into service years ago.

The passenger cut effective January 2 consolidated the New Haven's schedules. Ten one-way trips between New York and Boston, four between Springfield and New York, four between New Haven and Springfield, and two between New Haven and New York have been dropped. It's hoped, the road reports, some of these can be restored when the national economy perks up.

The Jersey Central meanwhile announced a three-part program to trim the gap between passenger costs and income. It seeks to consolidate its schedules (with the possibility of acquiring two more Budd RDC cars if its plan is permitted), to abandon a 3.6-mile seashore branch in the New Jersey resort area, and to boost its Jersey City-New York City ferry fares.



C&O's 'Pier 9' Unloading Scoops Dig-In Full Time

Full scale operations of the Chesapeake & Ohio unloading pier at Newport News started last month when chrome ore cargo was scooped out of this freighter and dumped into hopper cars bound for Warwick, Va. "Pier 9" facilities have been in

partial use since August. The installation permits unloading two ships at a time, or three holds of a large ship, faster than a ton-a-second. It also enables the road to get pay loads in hoppers moving back inland after they dump their coal.

ICC Opens Drive to End Slow Lumber-Railroading

The ICC has launched a campaign to end railroad practices of intentionally delaying carload shipments of lumber.

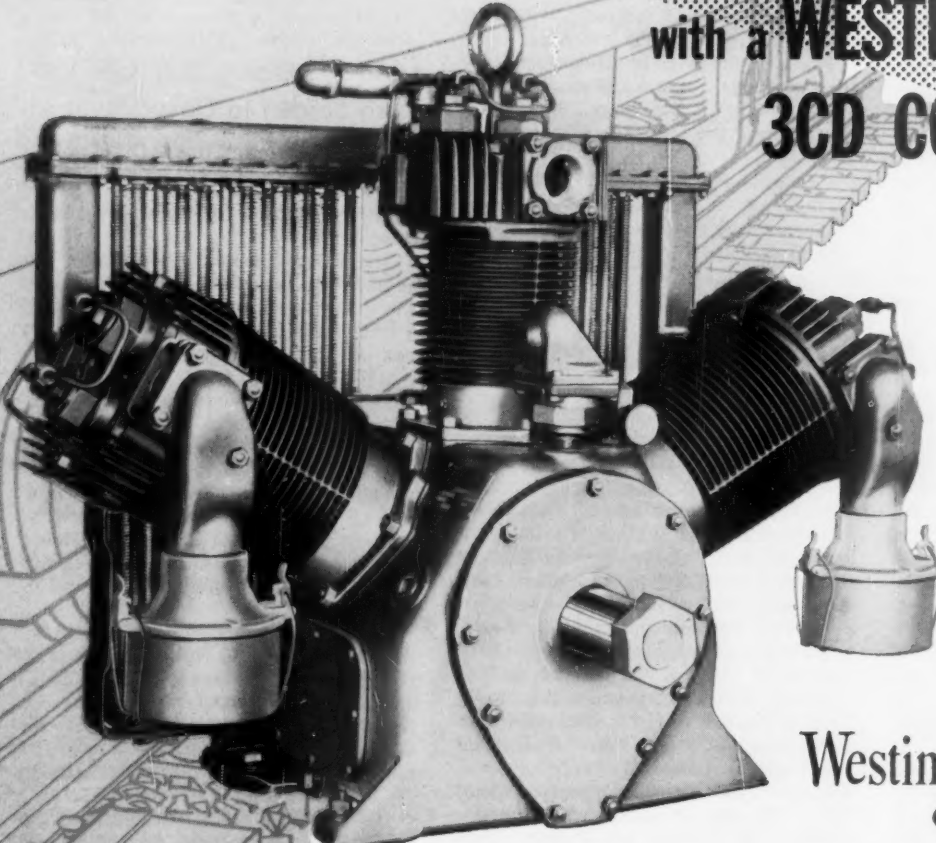
The idea of such slow railroading is to give lumber shippers or brokers time to seek a market for shipments en route. When the lumber is sold, the shipment is diverted to the market involved.

Complaints against the Union Pacific and Northern Pacific have been filed by (Continued on page 34)



Good stops start here...


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3CD COMPRESSOR



When you consider all the uses for air on a modern train, no single air device is more important than the air compressor.

The Westinghouse Air Brake 3CD compressor, shown here, is unsurpassed for reliability. Millions of hours of operation have proved it to be a most dependable compressor for railroad use.

Westinghouse Air Brake
COMPANY

AIR BRAKE DIVISION  WILMERDING, PA.

(Continued from page 32)

U.S. attorneys at Des Moines, Iowa, and St. Paul, Minn. They seek injunctions under Section 3 of the Elkins Act to prevent those roads from continuing delayed lumber practices.

The announcement called the filings "the commencement of a commission campaign to stop this harmful delayed lumber practice engaged in by a number of the nation's foremost railroads." The announcement added:

"Many of these delays exceed 20 days. Such delay results in the carriers assuming the storage costs of the lumber dealer, creates costly operating problems, avoids

proper payment of demurrage and contributes to creation of car shortages during peak shipping periods. Tariffs do not provide for this uncompensated service of delay, and granting such service violates Section 6(7) of the Interstate Commerce Act and Section 1 of the Elkins Act."

It was indicated that commission investigations are continuing with a view to ending like practices of other roads. More injunctions will be sought if the evidence warrants such action. And, in instances where the condemned practices are continued, criminal actions may be instituted against involved carriers and their officers, and shippers who seek the service.

Canada Rate Hike Seen Not Enough

A 3.6% freight rate increase authorized for Canadian railroads has been assailed by the Canadian National and Canadian Pacific as inadequate. A new move for another rate hike was hinted.

The two roads said the Board of Transport Commissioners had "refused the railroads the right to earn anything" on the "hundreds of millions of dollars invested in railway plant and equipment in the last 10 years."

Canada's railroads had petitioned for a 10% rate boost last August. This, they said, "was the minimum increase the railroads could have requested." Permissive earnings on their large capital investments were "essential," a joint CPR-CNR statement held.

The board's action, however, permits earnings which, "even if realized . . . will allow Canadian Pacific a return on its net investment of only 3¾%—a return less than what is available on risk-free government bonds. The seriousness of the board's refusal to allow an earning power on

additional investment, and the consequences this can have on the railroads' future plans is now being urgently considered. . . . Appropriate action is being studied."

History of the increase is that the railroads first sought an overall 15% boost in May 1956. Two "interim" increases of 4% and 7% were granted by the transport board.

In a "final" order dated December 27, 1957, the board approved an additional boost of approximately 3.6%. This meets, when combined with the earlier authorizations, the 15% originally requested.

However, the roads last August amended their additional petition and sought a 10% boost on top of the interim increases—this to bring the total rate hike to about 21%.

Canadian Pacific was the "yardstick" in the case. It had estimated the 10% increase it sought would yield \$16,437,000. The effect of the 3.6% boost was estimated by the board to yield \$6,303,000.

Tariff Research Group Replaced

A National Freight Tariff Committee has been formed to replace the Railroads' Tariff Research Group.

The committee will continue essential functions of the research group. Among these functions are maintenance of the Tariff Maker's Manual and consolidation of gains made by the research group in tariff making.

Charles S. Baxter is chairman of the new committee. He will continue to serve also as chairman of the National Diversion and Reconsignment Committee and the Central Territory Railroads' Freight Traffic Committee.

The research group had improved freight tariffs to the point where present objections can be cured only by rate-authority action, according to A. C. McIntyre. This is a field in which the research group had no authority to act, said Mr. McIntyre, traffic vice-president of the Lehigh Valley, who is also chairman

of the Railroads' Administrative Committee on Tariff Simplification.

"So far as clarity of expression, reduction in number of supplements, uniform style, format, numbering and phraseology are concerned," he added, "the tariff improvement program has been so effective that today complaints about railroad tariff complexity are few and far between."

He said the new committee will welcome suggestions concerning further tariff improvement. These will be analyzed and reported, with recommendations, to a joint conference of the Administrative Committee and a cooperative body from the National Industrial Traffic League. Representatives of the Interstate Commerce Commission and the National Association of Railroad and Utilities Commissioners will be invited to participate.

Headquarters address of the committee is 1100 State-Madison building, 22 West Madison street, Chicago 2.



Getting the Ladies' Viewpoint

The first women members of the Railroad Community Committee of Cleveland have just been announced. They are, left to right, above: Mrs. Helen S. Besch of the Nickel Plate; Mrs. Lucy C. Carl of the Chesapeake & Ohio; and Miss Elinore Prize of the New York Central. Explaining the committee's activities is Chairman Herbert M. Phillips, regional manager of the Pennsylvania.

1940 Act Didn't Shift Rate Case Burden to Government

The Transportation Act of 1940 did not relieve railroads of the burden of proving the correctness of their charges on shipments made by the federal government.

The United States Supreme Court has so ruled in a case wherein the New Haven was suing to recover the full amount of a freight bill from which the government had deducted an alleged overpayment on a previous bill.

The court's opinion was an interpretation of Section 322 of the 1940 act. The section requires the government to pay carrier bills "upon presentation . . . prior to audit by the General Accounting Office." It goes on to reserve for the government the right "to deduct the amount of any overpayment to any such carrier from any amount subsequently found to be due such carrier."

The New Haven's position, upheld by the lower courts, was that applicable principles of law governing contracts precluded the government from making the deduction without assuming the burden of proving the alleged overcharge. The Supreme Court reversed after considering the legislative history of Section 322.

It noted that, before enactment of the section, the government protected itself against overcharges by not paying transportation bills until they had been audited. It also noted that there was no question then of the carrier's duty to sustain the

burden of proof if it sued the government over a disputed bill.

The court went on to find that Section 322 was enacted "in direct response to a demand of the railroads for legislation relieving them of the inordinate delays in payment of their bills attributable to the preaudit procedure."

It was also "clear" to the court that Congress and the railroads "contemplated that the government's protection against overcharges available under the preaudit practice should not be diminished. The burden of the carriers to establish the correctness of their charges was to continue unabridged. . . . The footing upon which each of the parties stood when controversies over charges developed was not to be changed."

The charges in issue were those applicable to cars furnished in lieu of different-size cars ordered. An ICC service order in effect at the time (1944) required railroads to assess charges on the basis of cars furnished.

The court said its ruling did not mean that the administrative determination of an overpayment was binding in a court case. It added that it agreed with the lower court that "the extrinsic fact, namely the availability of the freight cars in the sizes ordered, remains to be proved in the suit. Our conclusion is that the burden in that respect is on the carrier."

To that end the case was remanded to federal district court for Massachusetts. It was an 8-to-1 decision, announced by Justice Brennan. The dissenter was Justice Frankfurter.

SAL Challenges 'Reasonable Doubt'

What constitutes "reasonable doubt?" Must a carrier, acting in a disciplinary case involving alleged dereliction of duty, prove its charges beyond a reasonable doubt?

The questions stem from a recent National Railroad Adjustment Board referee's decision. The ruling upheld a claim of a Seaboard Air Line engineman and fireman that they be reimbursed for time lost and that their personal records be cleared of any discipline applied for alleged rule violation in connection with an engine failure.

Among the findings of the referee: SAL "has failed to prove its charges beyond a reasonable doubt."

Carrier members of the board found two points to quarrel with on the "reasonable doubt" issue: "The carrier did not fail to prove its charges beyond a reasonable doubt; in fact, it proved them beyond any doubt." But, the dissent continued: "It was not necessary. . . . that the carrier prove 'beyond a reasonable doubt' the charges against the employees. These investigations, following charges of dereliction of duty, are not criminal proceedings, and proof beyond a reasonable doubt is not required."

The carrier members noted 24 earlier

awards which, they said, uphold the principle.

Charges against the engineer and fireman were brought under two SAL rules. One provides that employees shall exercise care to avoid injury to themselves or others by observing the condition of equipment and tools used in performance of their duties. The second involves negligence in handling the company's business.

The case involved a steam locomotive failure and subsequent inspection which showed the left main driving pin excessively hot, the main rod driving brass missing, the left main rod bent, the left cylinder head knocked out, the eccentric rod and crank bent. Investigation revealed that the left side of the cab, including the front window, had been sprayed with molten brass. Part of the back end brass of the left driving rod was found 46 rail lengths from where the engine stopped. The fireman testified he had been looking out the window for some 19 miles leading to the point of failure and had noted nothing. He said the failure "gave no sign until it happened."

The engine was delayed twice before it failed, investigation disclosed, once while the right front driving box was cooled and later while it was repacked. The engineer testified he had inspected the engine 19 miles and 38 minutes before it failed. He had walked around the left

side of the locomotive and had looked at but not felt the left main driving pin.

The run involved only a light engine and rider coach. The engineer was given 30 days actual suspension; the fireman got 20 demerits.

The referee's decision also noted the introduction of parts of the engineer's service record. Such evidence, the decision held, is "highly improper and prejudicial," because it was not complete as to the service record as a whole.

It pertained, also, only to "such portions of the complete record as deemed by carrier to lend support to its contentions herein."

The carrier members cited three previous awards in which no objection was made to use of a service record to determine the extent of discipline to be imposed, once guilt was established.

The dissent said "reference to the employee's service record is proper and appropriate in fixing the measure of discipline. Employees themselves recognize that fact, and the vast majority of them zealously guard their service records. They realize that a man's service record constitutes his reputation as a worker in his chosen craft or class, and. . . every employee recognizes that if perchance he finds himself charged with some dereliction of duty, a good service record stands him in good stead."

Is the Moffat Tunnel a Subsidy?

Railroad use of a publicly owned tunnel has become a major issue in a Colorado train-off case. The Colorado Public Utilities Commission has "found" that the Rio Grande is subsidized by its use of Moffat tunnel. The railroad charges the finding is "contrary to the law."

At the heart of the dispute is Rio Grande's petition for authority to discontinue two passenger trains between Craig, Colo., and Denver. The PUC denied the petition December 3; the railroad filed for a rehearing December 19. In an order dated four days later, the commission denied the request.

G. B. Aydelott, Rio Grande president, called the trains an "economic waste because the people neither use nor want the service they provide, as evidenced by the fact that an average of only nine people per day ride each train, which requires a crew of six railroaders."

He said the railroad "must seek reconsideration of the findings in which the PUC exceeded its jurisdiction and abused its discretion by an unlawful, unreasonable and capricious decision."

Mr. Aydelott said Moffat tunnel is "owned and controlled by the Moffat Tunnel district and the Rio Grande pays the rental fixed by the tunnel commission"—\$415,900 in 1956. He also noted the PUC's review of the tunnel's history, which cited lease of the bore to the Denver & Salt Lake [Moffat Road].

"The Moffat Road reaches only as far as

Craig," President Aydelott declared. "To make the Moffat tunnel an integral part of a transcontinental railroad, the Rio Grande at a cost of \$3,850,000 constructed the Dotsero Cutoff. . . . Without the Dotsero Cutoff, the Moffat tunnel never could have realized the dream of David Moffat to place Denver on a direct transcontinental railroad, nor could it alone have brought about industrial development of northwestern Colorado."

Rio Grande's statement also rapped PUC comments on the taxation of residents of the tunnel district. In one county of the district, Mr. Aydelott said, individual taxpayers in 1956 paid \$12,516 in Moffat tunnel taxes. In the same year, the railroad paid tunnel taxes of \$1,300 in the county, plus ad valorem taxes of \$143,850—20% of the county's total tax revenue.

These payments, Mr. Aydelott declared, "are taxes on a railroad which would have been abandoned except for construction by the Rio Grande of the Dotsero Cutoff so that the Moffat tunnel could become a useful part of a major railroad system."

Rio Grande estimated its loss on the two trains at \$153,000 per year. Although the road has an operating ratio of 62% and is earning an 8.9% return on its book value, Mr. Aydelott said that "wasting its substance by continuance of trains so obviously unwanted . . . is a public disservice and must be resisted."

People in the News

Clarke's ICC Successor Was Post Office Counsel

Abe McGregor Goff of Moscow, Idaho, has been designated to succeed Owen Clarke as a member of the ICC.

President Eisenhower named Mr. Goff to serve the two years remaining in Mr. Clarke's unexpired term after accepting the commissioner's resignation "with considerable regret." Mr. Clarke had written to the President on November 18 that "entirely personal circumstances" dictated his wish to resign January 1.

Selection of Mr. Goff was announced at the White House simultaneously with the release of Mr. Clarke's letter and the President's reply—dated December 23. The President expressed gratitude for Mr. Clarke's "distinguished public service" as a commissioner and for his "leadership" as chairman in 1957.

Mr. Goff is a graduate of the Idaho University College of Law. He was born at Colfax, Wash., but practiced law at Moscow and served there as a county prosecutor and state senator. He was in Congress in 1947-1948 and was appointed Post Office solicitor (now general counsel) in 1954.

His commission designation was not on an interim basis; he must receive Senate confirmation before he takes office.

Reports from Washington as to Mr. Clarke's future have been vague. His office said an announcement would be made soon. It is said he will not seek public office but expects to remain in the transportation field.

BUREAU OF TRANSPORTATION.—John E. Painter promoted to director, Mail Transportation Division, Bureau of Transportation, Washington, D.C. Mr. Painter was formerly the Post Office Department's regional transportation manager at San Francisco.

BURLINGTON.—A. E. Brown, general agent, freight department, St. Paul, appointed division freight agent, Burlington, Iowa, succeeding G. T. Lynch,

retired. M. G. Coffey, city freight agent, Minneapolis, named to replace Mr. Brown.

CHICAGO & EASTERN ILLINOIS.—George N. Sabin, freight traffic manager, Chicago, promoted to executive assistant to vice-president-traffic.

W. F. Custer appointed freight traffic manager (rates and divisions), and C. F. Bosch named assistant freight traffic manager, both with headquarters at Chicago. E. E. Gordon appointed assistant general freight agent, Chicago.

Stanley J. Ives, assistant general passenger agent, Chicago, promoted to general passenger agent there.

Harold O. Keys, assistant to passenger traffic manager, promoted to assistant general passenger agent.

Robert B. Lewis, manager, mail and express traffic, Chicago, promoted to traffic manager-passenger, mail and express.

H. H. Olmsted appointed general freight agent, Chicago, succeeding W. L. Burke, who retired December 31. B. A. Logan named general agent, Los Angeles, to succeed J. E. Musslewhite, promoted to general freight agent, Chicago. J. V. Swartz appointed general agent, Boston, replacing W. H. Rogers, promoted.

CHICAGO & NORTH WESTERN.—Earl L. Walston, general superintendent motive power, Chicago, appointed general superintendent of the newly consolidated motive power and car departments.

J. R. Brennan, passenger traffic manager, Chicago, appointed general passenger traffic manager.

W. F. Armstrong appointed engineer of buildings.

MISSOURI-KANSAS-TEXAS.—George H. Penland, general solicitor, Dallas, retired.

NICKEL PLATE.—George F. Nigh, assistant division engineer, Lake Erie & Western district, Frankfort, Ind., appointed division engineer, Clover Leaf district, at that point, succeeding Edward Green, resigned.

PENNSYLVANIA.—Richard C. Johnston, master mechanic at Sunnyside Yard, New York, named superintendent of equipment, Northern region, Buffalo, succeeding Edwin C. Hanly, promoted to assistant chief mechanical officer—car, Philadelphia (Railway Age, Dec. 16, 1957, p. 50).

Harold B. Bovee, manager, sales plans and training, Philadelphia, retired December 31, 1957.

SEABOARD.—Floyd H. Bradley, assistant general passenger agent, Richmond, Va., promoted to general passenger agent, Atlanta, Ga., succeeding Herman E. Pleasants, who retired December 31, 1957. Kelly H. Hughes, division passenger agent, Norfolk, Va., succeeds Mr. Bradley. George W. Reddick promoted to succeed Mr. Hughes.

SOUTHERN.—James H. High, commercial agent Philadelphia, appointed district freight agent there, succeeding John C. Mais, who retired January 1.

SOUTHERN PACIFIC.—Andrew Anderson, editor of the news bureau, San Francisco, appointed assistant general public relations manager (press relations) and is succeeded by Henry M. Ortiz, a public relations writer for the road.

Robert E. Plummer appointed treasurer—Pacific Lines, San Francisco, succeeding James A. Quinn, who retired December 31.

Effective December 27, 1957, all departments in Chicago, formerly at 310 South Michigan, are in the Marquette building, 140 South Dearborn street, Chicago 3.

WESTERN MARYLAND.—Eugene S. Williams, chairman of the board, retired December 1, but will continue in an advisory capacity. Position of chairman abolished.

George M. Beischer, assistant mechanical superintendent, Western district, New York Central, Cleveland, Ohio, named assistant superintendent motive power, WM, Hagerstown, Md.

WESTERN PACIFIC.—B. L. McNeill, Jr., assistant to signal engineer, appointed acting signal engineer, San Francisco, to succeed the late A. L. Herbert. E. A. Thompson, signal supervisor, Elko, Nev., named to replace Mr. McNeill.

Myron M. Christy, assistant to vice-president—operating department, San Francisco, appointed western division superintendent, Sacramento, Calif., succeeding G. W. Curtis, who retired December 31, 1957.

W. B. Cook, traffic representative, Los Angeles, appointed assistant to traffic manager, Chicago, to succeed W. F. McGrath, promoted to assistant general freight agent, San Francisco.

Supply Trade

C. B. Tavenner, managing editor of *Railway Age* since 1948, has retired. Mr. Tavenner, a free-lance writer and author of two books, joined *Railway Age* in Washington, D. C., in 1942. He was transferred to New York as news editor in 1946. He plans to make his home in Purcellville, Va.

Charles A. Woodley, vice-president of *Caterpillar Tractor Company*, has been elected executive vice-president.

Thomas F. Klein, vice-president of the railroad division, *Dearborn Chemical Company, Ltd.*, has retired. Effective January 1, William H. Spencer, who has assisted Mr. Klein for several years, assumed his duties, as special representative of the railroad division, at Montreal.

Jeremiah J. Sullivan, Jr., has joined the *Taylor Fibre Company* as sales engineer in Philadelphia territory. He was formerly a salesman for *Crosland Equipment Company*.

Piggy-Back Service Corporation has appointed Pierre Dumaine chairman of the executive committee and announced nomination of Benjamin S. Spector as executive vice-president and general manager, at New York. Mr. Dumaine has resigned as president, after his nomination as a director of *Piggy-Back International*, a corporation engaged in the development of piggyback abroad. Mr. Spector joined the company several months ago as vice-president and manager of mid-west operations.

Frederic C. Dumaine, Jr., a former president of the New Haven, has been elected president of *Avis Rent-a-Car System*, succeeding William M. Tetrick, resigned. Mr. Dumaine has been serving as treasurer of Avis, Inc., the parent corporation, and as chairman of the executive committee. He will continue to head that committee in addition to his duties as president.

Westinghouse Electric Corporation has announced the following new executive assignments: Gwilym A. Price, chairman of the board; Mark W. Cresap, Jr., president and chief administrative and operating officer; E. V. Huggins, chairman of the executive committee and vice-president; John K. Hodnette, executive vice-president.

OBITUARY

James R. Cardwell, 84, president of *Cardwell Westinghouse Company*, died December 8 at his home in Barrington, Ill.



George N. Sabin
C&E



J. R. Brennan
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B. L. McNeill, Jr.
WP



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WP

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A Better ICC—and How

No development in transportation is more heartening than the Interstate Commerce Commission's evident increasing concern for the health of the industry it regulates. One of the leaders in the commission's growing enlightenment has been Owen Clarke. His resignation from public service is a serious loss to national welfare, and to the transportation industry in particular.

Time was, and not so long ago either, when the commission seemed to feel only minor responsibility for the economic health of the transportation industry. Indeed some commissioners appeared to look upon themselves mainly as proctors with no duties except maintaining strict discipline, involving the pleasurable incidental chore of chastising their charges. Nowadays commissioners tend to have a much broader conception of their function. They are active proponents of regulatory reforms. And no other body of observers in the country—not even leaders of the transportation industry itself—has more clearly discerned the inequities from which common carrier transportation is suffering.

Commissioner Clarke has been outstanding in the development of a constructive attitude by ICC. Fortunately, he has not been a minority of one. He has had colleagues, all along, with views closely paralleling his own—of the ICC's present-day duties and opportunities. The trend toward maturity in the ICC's understanding of the transportation business will continue to go forward. But it will take added effort and devotion by the other commissioners to make up for the absence of Owen Clarke.

Mr. Clarke made his understanding of trans-

portation problems quite explicit in some recent addresses. He identified the major of these problems as:

"A. The overcrowded and hazardous condition of our streets and highways and the attendant effect it has had on public transit and mass passenger transportation.

"B. The economic status of our nation's railroads and the attendant regulatory situation.

"C. The supply of freight cars, their equitable distribution, and the attendant problems in handling of traffic.

"D. The manner of our competitive separation of the modes of transport and its resultant segmentation of transportation service."

On problem of highway congestion, Mr. Clarke said flatly, that we must find some solution other than "more and larger vehicles, more and wider roadways." And consider his further statement:

"There is a trend toward greater freedom in rate making, particularly between modes providing continuous services; and other transport fields are beginning to feel the firm hand of regulation where government regulation is needed. The day of standardized regulatory measures, applied equally to the various mediums of transportation is not too far in the future".

Mr. Clarke also lent his voice to advocate integration of service by various types of transportation—especially by means of containers—easily transferrable from one form of carriage to another. Joint use of terminals and development by railroads of ancillary services (e.g., pipelines) on their rights-of-way are among other progressive developments which Mr. Clarke foresaw.

KEYSTONE OF THE ARCH: The component parts of the transportation arch are the several forms of transportation. The ICC should fill the keystone slot to make a strong structure out of the components. The commissioners are doing their duty when they stretch their minds, as they are doing, to comprehend the full stature and importance of their job. Transportation people have the duty to encourage competence on the ICC—by giving it recognition and acclaim wherever it is perceived.

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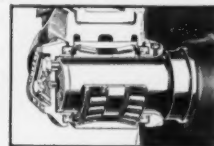
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